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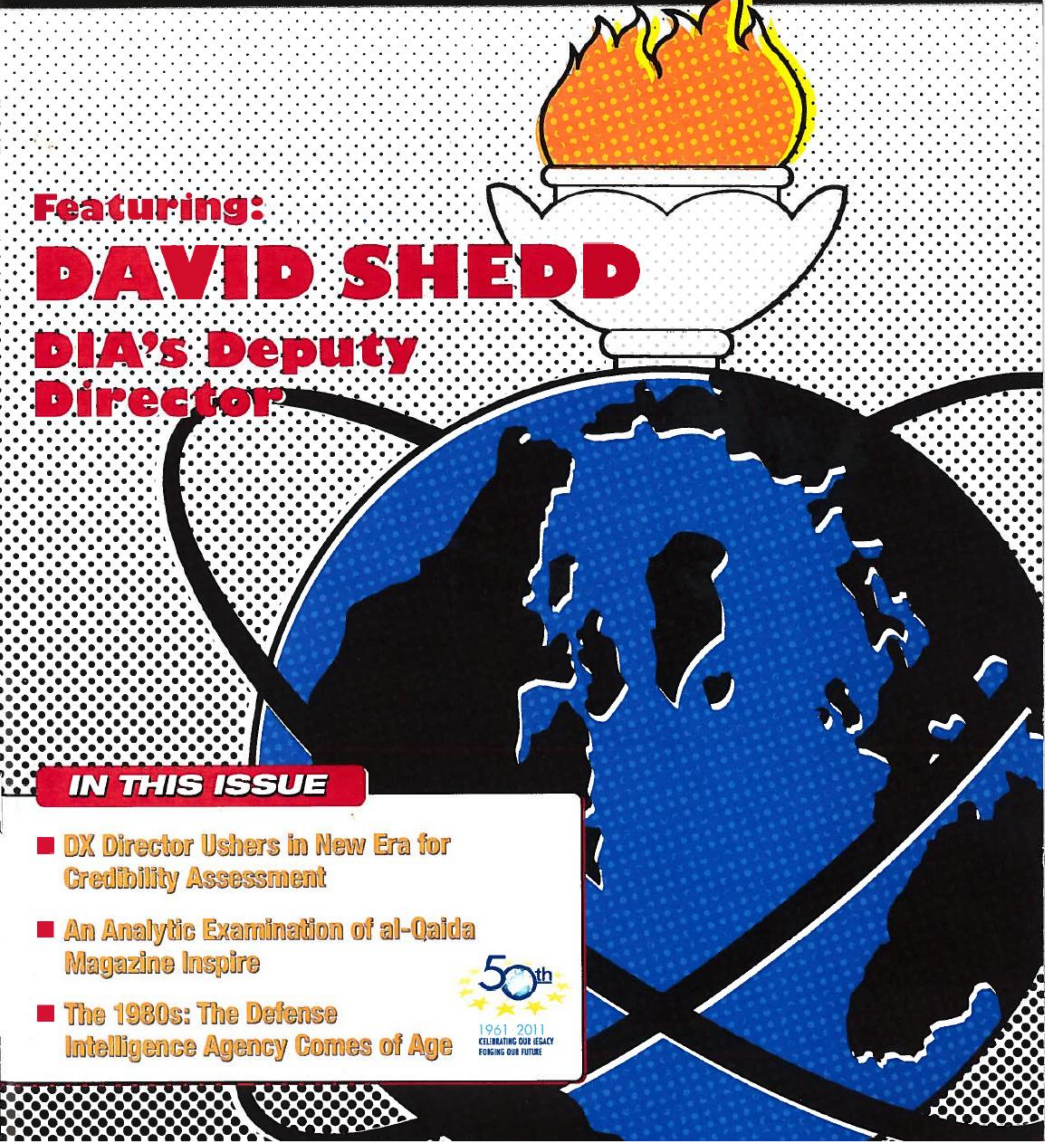

Featuring:

DAVID SHEDD

DIA's Deputy Director

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- The 1980s: The Defense Intelligence Agency Comes of Age

50th
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CELEBRATING OUR LEGACY
FORGING OUR FUTURE

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LTG Ronald L. Burgess Jr.
Director, DIA

Donald L. Black
Chief, Public Affairs

Laura L. Donnelly
Managing Editor

Margan C. Kerwin
Lorette A. Murray
Jennifer M. Redding
Editorial Staff

Brian D. Nickey
Design/Layout

Graphic Design and Publishing Services Branch
Printing and Posting

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NATIONAL CENTER
FOR
CREDIBILITY ASSESSMENT

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DX Director Ushers in New Era for CREDIBILITY ASSESSMENT

By the Office of the D2X, DX

The former Defense Academy for Credibility Assessment has changed its name to reflect its national priorities.

The federal government's sole center of excellence for credibility assessment took a giant leap forward in stature in mid-November, with the ceremonial nationalization of the National Center for Credibility Assessment (NCCA).

The new NCCA, formerly known as the Defense Academy for Credibility Assessment (DACA), headquartered at Fort Jackson, S.C., celebrated its national status Nov. 18 with a ribbon-cutting ceremony that included the center's newest batch of graduates, who received their graduation certificates on that same day.

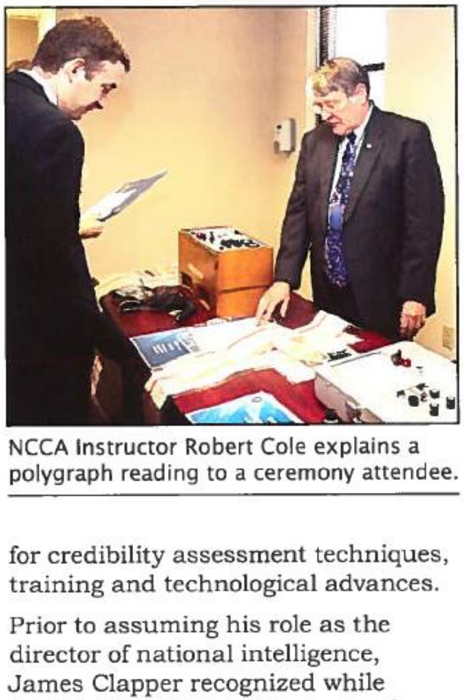
The ribbon-cutting keynote speech was delivered by Defense Counterintelligence and Human Intelligence Center (DX) Director BG Robert Carr. The NCCA falls under the purview of the DCHC's D2X, the Defense CI and HUMINT Enterprise Management Office.

Event speakers also included Fort Jackson Commanding General MG James Milano and William Norris, chief of NCCA.

"With its new national designation in place, the NCCA ... will leverage its status to establish new partnerships [and] collaborations that will more rapidly advance the development and fielding of new credibility assessment tools, deliver technologies that will go further into operational environments than ever before, and validate devices that will fill critical capability gaps," Carr told the assembled audience.

Celebrating its national status Nov. 18, a ribbon-cutting ceremony was held at the headquarters in Fort Jackson, S.C., for the new National Center for Credibility Assessment, formerly known as the Defense Academy for Credibility Assessment.

Photos by Rachel Caines



NCCA Instructor Robert Cole explains a polygraph reading to a ceremony attendee.

For nearly 60 years, the NCCA and its predecessor organizations have been the government's go-to center for credibility assessment techniques, training and technological advances.

Prior to assuming his role as the director of national intelligence, James Clapper recognized while serving as the under secretary of defense for intelligence (USD(I)) that the organization then known as DACA served a variety of agencies across the federal government and was regarded as an institutional subject matter expert on credibility assessment by the defense agencies, federal law enforcement and a range of other agencies for whom trustworthiness is of paramount importance. As of now, the NCCA supports 25 federal polygraph programs.

While still in office as USD(I) earlier in 2010, Clapper signed off on a memorandum to Deputy Secretary of Defense William Lynn detailing his rationale for broadening the center's visibility.

"The designation strengthens the partnership of federal organizations under the center's national-level leadership, and promotes standardization of credibility procedures and their application across the Federal Government," Clapper wrote in the memo. Lynn agreed with Clapper's assessment and signed off on the nationalization plan on Aug. 26, 2010.

"In essence, the re-designation as the National Center for Credibility Assessment simply brought the name in line with what the organization had already become," said Norris in his ribbon-cutting speech. "The new national designation will help attract and bring together a larger body of science partners around the common goal of advancing our knowledge of credibility assessment."

On hand to witness the ribbon cutting were representatives from many of the federal programs served by the center, as well as legislative staffers from the offices of Sen. Jim DeMint and Rep. Joe Wilson. The actual cutting of the ribbon was conducted by all three ceremony speakers, with assistance provided by polygraph examiners Donald Weinstein of the NCCA and Jamie Bank of the FBI.

With the ribbon-cutting ceremony complete, the event participants shifted their attention to the NCCA's first graduating class. Some 30 graduates of the Psychophysiological Detection of Deception Program, Class 10-3, representing 10 federal agencies, received their certification. The NCCA graduates three classes per year from this 14-week polygraph education program.

The origins of this new national center can be traced to humble beginnings in the Korean War era. The U.S. Army Polygraph School was established in 1951 in Fort Gordon, Ga. Its first series of courses lasted less than seven weeks, and its first graduating class consisted of only seven students.

Skip ahead to 1985 when Congress passed a law mandating counterintelligence (CI) polygraph examinations for military, civilian and contractor personnel whose daily work may involve access to classified and highly sensitive compartmented information.

The following year, the school was newly designated as the Department of Defense Polygraph Institute. Its focus was broadened beyond Army criminal investigations to include all Department of Defense CI investigations. For the first time the organization was recognized as an official federal educational institution, and its first research and development programs were set in motion.

"The designation strengthens the partnership of federal organizations under the center's national-level leadership, and promotes standardization of credibility procedures and their application across the Federal Government."

NATIONAL CENTER FOR CREDIBILITY ASSESSMENT

NCCA Chief Bill Norris, Deputy Director of the Defense CI and HUMINT Center BG Robert Carr and Don Krapohl, NCCA special assistant to the chief, at NCCA headquarters.

The center became known as DACA in 2007, to acknowledge its expanding work in the broad arena of credibility assessment — rather than simple adherence to polygraph technology and processes. One of its most influential developments as DACA has been the PCASS — the Preliminary Credibility Assessment Screening System, a portable device that has proven its value to the warfighter time and again. The PCASS has been described by the mainstream press as a sort of "hand-held" lie detector, though it has been used by field troops in Iraq and Afghanistan to establish initial credibility of subjects who may, for example, be seeking entrance to U.S. military facilities.

November's ribbon-cutting and graduation festivities included displays of the credibility assessment technologies employed by the United States as far back as the World War I. At that time, a rudimentary polygraph consisted of a single sensor affixed to an interview subject.

The stakes and risks associated with safeguarding the nation's most vital information have only grown since then. Carr reminded course graduates of their solemn duty as he closed his keynote:

"While you may not remember every polygraph test you conduct in your career, be assured that every person you test will remember. To that person, you represent your government, your agency and your fellow polygraph professionals. Be a good steward to the reputation of each."

PLANNING and MANAGING Your DIA Career

By Global Workforce Development Division Staff, HC

Whether you've come to a fork in the road or are just looking for some career development and guidance, the Career Development Branch has tools to help steer you in the right direction.

> "We understand that DIA employees need career development tools and processes available to them in order to support the goals of the performance management process, as well as personal and professional career development goals. This program is designed to address all of those needs."
>
> — *Dana Ealey, branch chief, HCL-6B*

Objective 5.2 from the 2007-2012 DIA Strategic Plan states, "Shape the DIA workforce to ensure the critical workforce skills and competencies are in place to fulfill future mission requirements." To ensure this objective is met, DIA created a robust career planning and development program to assist civilian employees with identifying and developing skills and competencies and with managing career progression to achieve their professional goals.

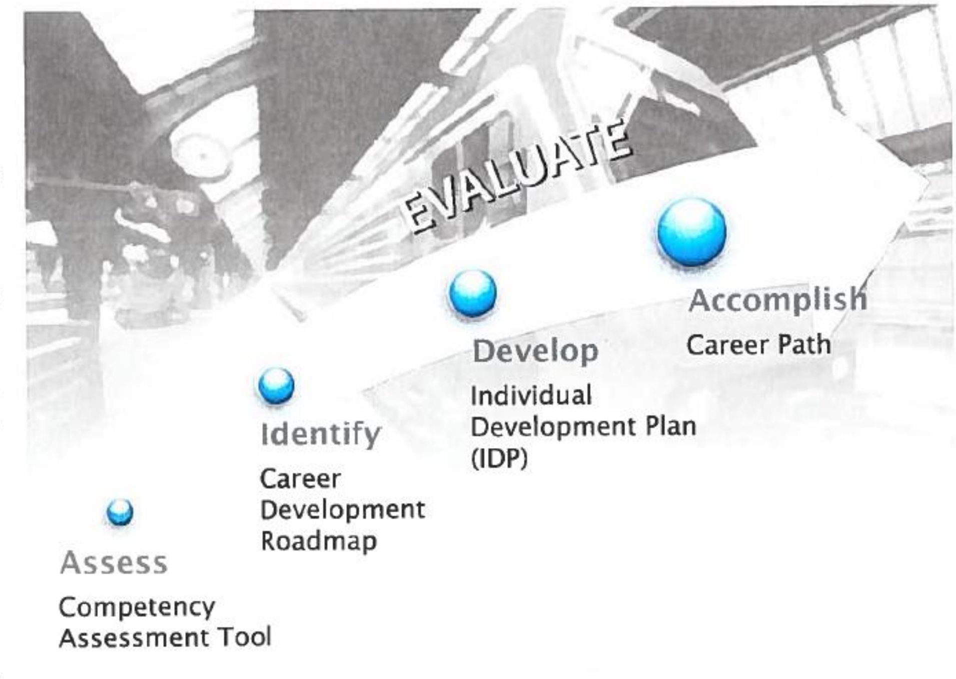
The Directorate for Human Capital's Career Development Branch (HC/HCL-6B) built the Career Development Toolkit to achieve this goal for the agency. The toolkit includes the following products:

Competency Assessment Tool. The web-based Competency Assessment Tool allows employees to identify strengths and weaknesses in their current job competencies. By completing a three-step process, employees can generate a report that identifies gaps in their current competency and skill levels. The report includes feedback from the employee's supervisor and helps create an employee Individual Development Plan (see next entry). The Competency Assessment Tool is accessed through eZHR.

Individual Development Plan (IDP). The IDP helps employees identify their short- and long-term developmental objectives. Employees develop their IDPs in coordination with their supervisor as part of the performance management process. After completing the Competency Assessment Tool and determining what current skill and competency gaps exist, the employee and supervisor can create a plan to acquire the competencies, skills and experience necessary to perform in current positions and for career progression. Information from the Career Learning Roadmaps (see next entry) can help the employee and supervisor identify appropriate developmental and training activities to achieve job and career goals.

Career Learning Roadmaps. The Career Learning Roadmaps include training, developmental activities, licenses, certifications and qualifications mapped to each work level (entry/developmental, full performance, senior and expert). A Career Learning Roadmap exists for each DIA occupation and includes development activities for every competency. It provides suggested training and activities to develop skills and competencies at an employee's current work level — and the skills and competencies needed for the next level.

Occupational Career Path Guide. The Occupational Career Path Guide provides information to help employees determine what career paths are available and how to reach their career goals. It also contains information about the careers within each occupation, the promotion potential of each job group, the competencies associated with each position and career development activities (peer development, networking, mentoring


EVALUATE
Assess
Competency Assessment Tool
Identify
Career Development Roadmap
Develop
Individual Development Plan (IDP)
Accomplish
Career Path

and coaching, self-development, specialty training and education, and experiences) to support professional goals. Career development activities are mapped to competencies for all occupations in DIA, enabling employees to see where their skills are applicable in other occupations. The Occupational Career Path Guide for Administration is now available online at the link below. It will serve as a template for the development of additional guides for the remaining occupations within DIA (coming soon).

DREAM Job Competency Assessment Tool. The DREAM Job Competency Assessment Tool takes the Competency Assessment Tool one step further, allowing employees to rate themselves on competencies assigned to a desired dream job. The DREAM Job Competency Assessment Tool indicates the employee's areas of strength and weakness in the "dream job" by displaying a color-coded stoplight system. A green icon indicates that the employee possesses the competencies necessary for the potential job, while a red or yellow icon highlights areas for potential development. The employee can quickly ascertain whether they're ready to apply for their dream job and, if not, what competencies they need to develop. The employee can consult the Career Learning Roadmap to see what developmental activities are available to help them develop those competencies. The DREAM Job Competency Assessment Tool is also available in eZHR.

The tools and services offered by HCL-6B enable DIA employees to take control of their careers. They allow employees to identify gaps in skill and competency areas, develop a plan to fill those gaps and determine what training and other activities are available to them. By providing these tools to the DIA work force, HCL-6B helps to ensure that critical skills and competencies are in place to fulfill current and future mission requirements.

For more information about the Career Development Branch and for access to all the tools mentioned above, visit the SharePoint site on JWICS at http://diateams.ne.dodiis.ic.gov/sites/HC/HCL/HCL-6/HCL-6B/default.aspx or on SIPRNet at http://diateams.dse.dia.smil.mil/HC/HCL/HCL-6/HCL-6B/default.aspx.

The IIPL Makes the GRADE

By Khylah L. Settle, DJ

NDIC students are reaching out to the DIOCC to bring current intelligence requirements into the classroom.

Students in the Master of Science of Strategic Intelligence (MSSI) program at the National Defense Intelligence College (NDIC) are using the Integrated Intelligence Priorities List (IIPL) to complete requirements for the multi-intelligence assessment report, a major assignment within the curriculum.

NDIC's inclusion of the Defense Intelligence Operations Coordination Center's (DJ's) products into the syllabus encourages the use of integrated products that aim to maintain situational awareness, resulting in a better understanding of how intelligence priorities impact collection management.

The IIPL is managed by the Global Intelligence Operations Center (GIOC) and comprises the week's top intelligence priorities set forth by the combatant commands (COCOMs). This tool enables intelligence officers to streamline their research and findings toward satisfying the priorities on the list. The multi-INT assessment report assignment requires students to select an intelligence topic from the IIPL. Students discuss two or more intelligence disciplines and to what extent they address and/or fail to address the selected topic. Finally, students analyze whether the reports effectively contribute to resolving the topic by comparing what questions were or were not satisfied and which of the intelligence disciplines might further enhance the analyst's knowledge of the topic.

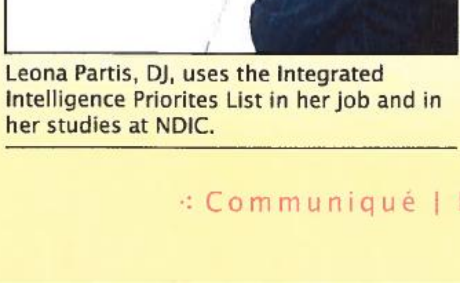


Photo by Khylah L. Settle, DJ

Leona Partis, DJ, uses the Integrated Intelligence Priorites List in her job and in her studies at NDIC.

Leona Partis, senior intelligence officer for DJ's Collection and ISR Operations Office (DJO) and an NDIC student, had a slight advantage over other students, as she uses the IIPL on a weekly basis. Partis points out that the IIPL not only sets the course for her desk, but its use by the GIOC keeps leadership abreast of changes to the COCOM's priorities make it an essential tool for enhancing situational awareness.

Within the master's program, students are trained on the essentials of collections through examining collection capabilities and limitations, studying multi-INT integration and understanding how intelligence gaps become collection requirements. The MSSI course aims to provide students with the tools to outline an all-source collection plan in order to better satisfy COCOM commanders' needs and utilize different collection methods from the combat support agencies. In developing an understanding for how the nation's top priorities are turned into specific collection requests, collectors can better communicate with analysts.

An Analytic Examination of INSPIRE

Deconstructing AQAP's Latest Marketing Campaign in Europe and North America

By CDR Youssef H. Aboul-Enein, DI, and Dorothy Corley

This review sparks debate about Inspire, the English magazine distributed by al-Qaida in the Arabian Peninsula.

Al-Qaida in the Arabian Peninsula (AQAP) is an organization that was aggressively pursued by Saudi security forces starting in 2003. Within five years AQAP leaders were arrested, killed or executed. This effort, combined with an amnesty program, has undermined the group, leaving those irreconcilable elements fleeing to the border between Yemen and Saudi Arabia. Parts of AQAP have merged with parts of al-Qaida in Yemen (AQY), to form a new, more virile AQAP, best described as AQAP 2.0.

Based in Yemen, they represent the cutting edge of al-Qaida operations and are engaged in fighting Yemen security forces. They are importing elements from Somalia's al-Shabab group into the fight in Yemen, attempting to interject themselves in the Shiite Houthi Rebellion in northern Yemen, and creating a haven to enable transnational operations.

Perhaps one of the most fascinating aspects of AQAP 2.0 is their attempt to operationalize Abu Musab al-Suri's leaderless jihad. The organization is of interest to the United States because one of its spiritual leaders, the American-born Anwar al-Awlaki, operating from Yemen, has attained a proficiency in planting, marketing and inspiring such operatives as the Christmas underwear bomber, the Times Square bomber and the Fort Hood shooter. This is not Islamic scholarship, but an ability to take fragments of Islam and current events and package them in such a way to entice youths in search of adventure, glamour and notoriety into the al-Qaida lifestyle. In July 2010 AQAP produced an English-language glossy magazine entitled Inspire as an attempt to glamorize al-Qaida and the militant Islamist lifestyle.

Al-Qaida is responding to pressures on its organization by evolving its strategy, operations, tactics and recruiting. Perhaps most visible and dangerous at this moment is the release of a glossy magazine — Inspire — by al-Qaida in the Arabian Peninsula (AQAP). This English-language magazine targets Western youths and advocates and encourages lone-wolf acts of terrorism against the U.S. homeland, or what al-Qaida strategist Abu Musab al-Suri refers to as "open front/individual initiatives." To address this emerging threat, I have asked CDR Youssef Aboul-Enein to return to the Joint Intelligence Task Force for Combating Terrorism (JITF-CT) to educate analysts on strategic changes taking place within al-Qaida and its franchises. As part of this effort, we are encouraging discussion among DIA analysts on these topics. We are jump-starting the debate with CDR Aboul-Enein's assessment of Inspire in this edition of DIA's Communiqué. In this article CDR Aboul-Enein identifies challenges, opportunities and schisms within AQAP that can be detected among the pages of the magazine. Take a look and add your opinions and judgments. Additionally, I encourage DIA analysts to visit JITF-CT and attend one of the commander's lunchtime lectures on Islam, Islamist political theory and militant Islamist ideology. By raising our awareness and deepening our understanding, we stand a better chance of countering the threat.

Ed Mornston, Director
Joint Intelligence Task Force for Combating Terrorism (JITF-CT)

Inspire

Inspire was produced as a tool to encourage the recruitment of western operatives. It focused on Christmas underwear bomber Umar Faruq, Times Square bomber Faisal Shahzad and Fort Hood shooter MAJ Nidal Hasan as examples of striking against the United States in the 21st century. This essay will highlight Inspire, deconstruct its arguments and discuss options to challenge the publication's effort to recruit independent and semi-independent actors who engage in violent extremist action.

Never has it been more important to delineate between Islam, Islamist and militant Islamist doctrine and ideology, as it is these

nuanced differences that will enable the discrediting of such publications as Inspire. Militant Islamist ideology is the use of fragments of Islam to incite, conduct or offer tangible support to violent acts to impose an Islamic order in their image. Militant Islamists wish to impose a version of Shariah (Islamic law) on other Muslims. Islamists, a wider group, is typified by those who may share the militant Islamist worldview, but do not share in their methodology, preferring instead to proselytize or attain their objectives through the ballot box. Islam is the religion shared by 1.5 billion adherents who have diverse views on the interpretation of Islamic law, history and practice.

INSPIRE
MAY OUR SOULS BE SACRIFICED FOR YOU!
EXCLUSIVE INTERVIEW WITH SHAYKH ABU B
MAKE A BOMB IN THE KITCHEN OF YOUR MOM
THE AQ CHEF
ASRAR AL-MUJAHIDEEN 101
THE WEST SHOULD BAN THE NIQAB COVERING ITS REAL FACE
YAHYA IBRAHIM
WHAT TO EXPECT IN JIHĀD | 6 CALLS OF AL-ANFĀL | JIHĀDI EXPERIENCES

Inspire is a militant Islamist document, as evidenced by the concentration of war verses from the Quran, narrowing the Islamic book of divine revelation to approximately 70 verses — to the exclusion of 6,236 verses. While they will not say this outright, this shorter, repackaged version by AQAP writer Shaykh Umar Hussein can only be described as the jihadist's Quran.

Classic Militant Islamist Ideological Tactics

The magazine opens with a letter from the editor, but the person's true identity is never known. It should come as no surprise that they are obsessed with the chapter in the Quran entitled Surat al-Anfal (Spoils of War), when it is revealed to Prophet Muhammad after the Battle of Badr against the more powerful Meccan city tribal confederacy. There is no discussion of the historic references to "infidel" as being the Meccans; instead it paints the United States and the West as the implied infidel.

Even within this chapter of the Quran they are selective, using Imam Abu 'Albdullah al-Qurtubi's (1214-1273) interpretation of verse 24:

> "O you who have believed, respond to Allah and to the Messenger when he calls you to that which gives you life. And know that Allah intervenes between a man and his heart and that to Him you will be gathered."

According to the magazine, al-Qurtubi says it is jihad that gives people life. While al-Qurtubi has one interpretation of the Quran, there are more than 600 Quranic commentators. For instance, the two Jalals, a commentary of the Quran compiled by Jalalu'd-Din al-Mahalli (1389-1459) and Jalalu'd-Din as-Su-uti (1445-1505), interpret this same verse as:

> "O you who believe, respond to God and the Messenger, with obedience, when He calls you to that which will give you life, in the matter of religion, for it will be the source of everlasting life [for you]; and know that God comes in between a man and his heart, so that he cannot believe or disbelieve except by His will; and that it is to Him that you shall be gathered, and He will requite you for your deeds."

When you read verses 23 and 24 of Surat al-Anfal, it tends to lean toward the call that gives you life as being the word of God. Verse 23 says:

> "Had Allah known any good in them, He would have made them hear. And if He had made them hear (listen), they would [still] have turned away, while they were refusing."

This means acceptance of God's word is left only to God alone and cannot be compelled by humankind. Militant Islamists are not known for their scholarly reading of the Quran because such details are an inconvenience. This is a way to delineate between Islam and militant Islamist ideology.

Appealing to an English-Speaking Muslim Audience

The letter from the editor ends by declaring the purpose of the magazine is to appeal to an English-speaking Muslim audience. One segment entitled Hear the World contains quotations from French President Nicolas Sarkozy, Secretary of Defense Robert Gates and King Abdullah of Jordan interspersed with several from Shahzad and Yousef al-Khattab, an open Osama bin Laden supporter. It is designed to communicate two messages: a western war against Islam and an advocacy to undertake what Shahzad did in Times Square. It is the classic clash of civilization themes in sound bites. Page five of the magazine contains one of its many tributes to Faruq, demonstrating the tactic of using someone with a sense of religion and history with access to the West to carry out terrorist operations. Faruq was radicalized online by Anwar al-Awlaki and brought to Yemen for further training and radicalization. Embedded within this tribute is a call for every solider working in a Western armed force to follow Fort Hood shooter Hassan's example. It is vital to expose the arguments within the magazine as reducing Islamic theology to sound bites designed to draw vulnerable members of society to conducting violent operations. Prophet Muhammad's legacy as

a husband, civic leader, arbiter, merchant, father and all aspects of the Prophet's humanity are air brushed from the al-Qaida narrative, reducing him to a warlord.

Opportunities in the United States

A small section in the magazine with short rhetorical questions takes delight in the collapse of the West's democratic values by highlighting Arizona Immigration Laws and the French and Belgian bans on a woman's choice to wear conservative Islamic dress, and calls for the trying of former President George W. Bush. This section is designed to take controversial issues and strip them of details and to associate a kindred spirit with those who may share discontent for state and federal government. AQAP's Inspire propaganda latches onto suicide rates among U.S. soldiers, arguing they serve a dishonorable cause, connecting the complexity of suicide among soldiers to al-Qaida causes.

Perhaps one of the more interesting articles is the re-quotation of bin Laden's message on climate change. Al-Qaida members are historic and ideological opportunists, and this is another attempt at connecting with other rejectionist groups who are anti-corporation and anti-government. The jihadist has now taken up global warming and bin Laden appeals "that the burden cannot be left to the mujahedeen alone in an issue whose adverse effects concern the entire world." This is a desperate attempt to find causes to latch on to for sympathy. Just as bin Laden is a poor proselytizer for Islam after killing thousands of Muslims and non-Muslims, he is also a poor representative for global warming.

Of note from an American security perspective are the magazine's threats to Molly Norris, a cartoonist who has incited Muslims by drawing images of Prophet Muhammad. Aside from the danger to Norris, this may be an attempt to generate cells in the Seattle area, or the West Coast. Bremerton Navy Yard and Fort Lewis are all in the Seattle area, and the proximity of the cartoonist may offer opportunities for militants to create cells. The article by AQAP leader Abu Basir al-Wuhayshi takes pride in the Times Square bombing, claiming it did damage to the economy and spread fear.

Exploitation of the Muslim Headscarf Ban

AQAP sees the French ban on the niqab (female head covering) as a strategic opportunity. The essay by Yahya Ibrahim, a Canadian Islamist and supporter of suicide tactics, is featured in Inspire. He offers an interesting analysis of how to exploit the French ban, describing three levels of warfare:

- Physical war: This is described as the wars in Iraq and Afghanistan
- Hearts and minds war: Fought in media and academia
- Legislative war: Fought in courtrooms and parliaments across Europe and the United States (Note: this could signify inciting attacks on such institutions, particularly those that have ruled on matters involving Islamists and Militant Islamists)

According to the essay the main objective is to transform an item of women's clothing into an ideological battle between Islam and the West. It seizes on the themes of protecting women, forced assimilation and stifling freedom of religion to incite fear and anger. From a U.S. homeland security view, Ibrahim's essay mentions an incident involving the niqab in Georgia. Although the case is not mentioned by name, he is likely referring to Judge Keith Rollins of Douglasville, Ga., who in December 2008 jailed Lisa Valentine in contempt for failing to remove her head covering in court. This is a conscious attempt to lump the more extreme cases of legislating Islamic practices in Europe with isolated cases in the United States. He ties together the banning of the niqab in France, the banning of minarets in Switzerland and the cartoons of Prophet Muhammad to justify the actions of Hasan, Faruq and Shahzad.

Same Concept, New Presentation

The central and simplistic thesis is a repetition of urging Muslims in the West to either migrate or engage in violent jihad. The concept is not new, but what is new is the presentation and marketing of this militant Islamist concept for a new generation, targeting specifically those living in the West.

Inspire continues with detailed and glossy articles on making homemade bombs and encrypting messages using the program Asrar al-Mujahideen (Secrets of Jihadists). There is also a strategically reprinted article by Abu Musab al-Suri, founder of the concept of leaderless jihad. It is no surprise his writings are highlighted, despite his arrest in 2005.

It will be important to ideologically deconstruct Inspire by exposing the fragments of Islam they utilize to incite violence. Militant Islamists use select interpretations of the Quran and parts of verses to synthesize militant ideology, and this needs to be exposed. Muslim military chaplains can be consulted for advice on how to challenge this material Islamically.

CDR Youssef Aboul-Enein is author of "Militant Islamist Ideology: Understanding the Global Threat," published by Naval Institute Press. He is a subject matter expert on militant Islamist ideology in JITF-CT, as well as adjunct military professor and Islamic studies chair at the Industrial College of the Armed Forces.

Dorothy Corley is an undergraduate student of international relations at Boston University and an intern at the Industrial College of the Armed Forces. Corley is the teaching assistant to Aboul-Enein's elective taught at the National Defense University.

CAMPUS BEAT

Team Think Tank: STRATEGIC INTELLIGENCE Research at the NDIC

By Dr. Cathryn Q. Thurston, MC

A small group at the National Defense Intelligence College is guiding students to success through extensive writing and research support.

The National Defense Intelligence College's (NDIC's) Center for Strategic Intelligence Research (CSIR) supports the college and DIA through education, outreach and, of course, research. The research center supports writing and research by students and faculty, establishes collaborative research opportunities within the intelligence community (IC) and is home to the NDIC Research Fellows Program and the NDIC Press.

The center's primary mission is to provide research support to NDIC students. Did you know that every NDIC student must write a master's thesis for his or her degree? Since NDIC students tend to be mid-career civilian and military professionals, writing a thesis in an academic setting after many years in the field can be intimidating. CSIR offers support through the thesis proposal course, writing seminars, research methodology brown bags and, finally, by managing the human subjects review process for all student research.

The research center's support to DIA and the IC includes setting up a number of collaborative research opportunities with IC offices and faculty members. As NDIC faculty members are subject matter experts it is beneficial to forge a long-term, collaborative research project with them. For example, each year Professor John Wahlquist mentors a select group of students who focus their thesis research on how interrogators can improve their use of noncoercive interrogation techniques to obtain vital intelligence information from high-value detainees. The research center then takes the resulting theses and, working with funding from the Office of the Director of National Intelligence (ODNI), turns each thesis into a teaching case study for the interrogation training community, including the IC's High-Value Interrogation Group.

The NDIC Research Fellows Program is also housed within the research center. Since 2003 CSIR has hosted between five and nine fellows a year from a wide range of IC agencies and departments. For example, this year the program is hosting fellows from the U.S. Coast Guard, the State Department, the Air Force and U.S. European Command, and they are working on issues that include Russia's invasion of Georgia, Russian national identity and intelligence support to disasters in the United States. All applicants must possess an active TS//SCI clearance, have earned a master's degree in an appropriate field and hold a GS-13 or above grade (or equivalent military rank). The research center has a standing relationship with the ODNI Exceptional Analyst Program and accepts up to three ODNI Exceptional Analysts per year. Fellows work with CSIR's editorial and research staff to

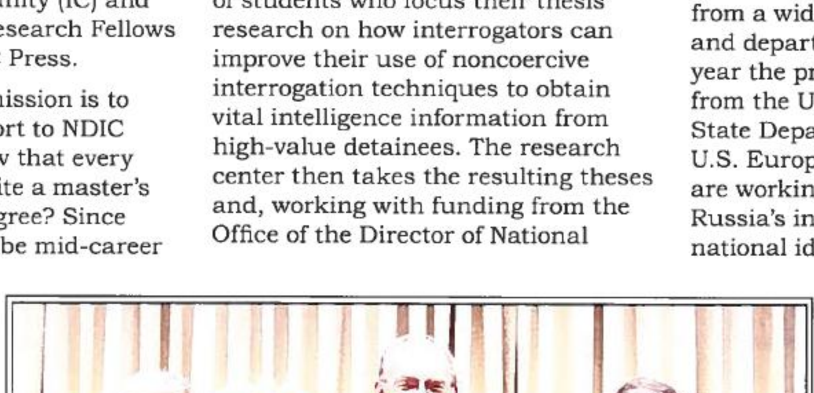


Photo courtesy of Richard T. Owens, MC

"Team Think Tank" from left to right: Russ Swenson, Solveig Brownfeld, Jim Lightfoot, Cathryn Thurston and Bill Spracher.

develop book manuscripts for consideration by the NDIC Press, articles for professional or academic journals or a classified intelligence product. CSIR provides a dedicated staff of editors/mentors, travel funding, computers and quality work space, as well as access to NDIC faculty, distinguished speakers and the John T. Hughes Library.

CSIR has just launched a fellowship opportunity with NDIC's newly established Anthony G. Oettinger School of Science and Technology Intelligence (SSTI). In addition to the requirements listed for NDIC research fellows, the center is also accepting IC professionals with backgrounds in science or engineering. In addition to the year-long fellowship, SSTI can facilitate interaction with national scientists and engineers, including up to three months of funded research on site at national laboratories and defense facilities. The current science and technology fellows are working on the foreign cyber threat and detecting improvements in foreign military aircraft technology.

Finally, the research center is home to the NDIC Press. For more than a decade, the NDIC Press has produced books, discussion papers and monographs on strategic intelligence topics at the classified and unclassified levels. Some of the NDIC books are collections of faculty writing or student theses. Others are written by IC professionals, research fellows or members of the international intelligence community. The books focus on a wide range of strategic topics, including regional studies such as "A Muslim Archipelago" by Max Gross or "Imperial Secrets" by Patrick Kelley. We also have a broad range of titles that focus on IC reform efforts, such as "Finding Leaders" by Elizabeth Hatfield or "Blue Planet: Informal International Police Networks and National Intelligence" by Mike Bayer. And, of course, the NDIC Press publishes a number of writings on intelligence analysis and teaching intelligence. Those titles are part of the newly named Clift Series on the Intelligence Profession. The newest title in this series is the forthcoming book, "Sensemaking: A Structure for a Revolution in Intelligence" by David Moore.

CSIR staff are few but mighty! Dr. Jim Lightfoot, deputy director, runs the Research Fellows Program; Dr. Solveig Brownfeld heads up research and writing support to the students and faculty; and Dr. Bill Spracher is the coordinating editor of the NDIC Press. CSIR alum Dr. Russ Swenson also assists by collaborating with our international intelligence officers on manuscripts. You will also find CSIR staff involved around the intelligence research community. Lightfoot works with the International Association for Intelligence Education, Brownfeld conducts writing workshops for organizations around the IC, and Spracher is the editor of the DIA Alumni Association's American Intelligence Journal.

For more information on the Center for Strategic Intelligence Research, please visit our JWICS website at http://www.dia.ic.gov/homepage/ndic/CSIR/csir.htm or on NIPRNet at www.NDIC.edu. All of the books are free to download from the website, and U.S. government employees can request free copies of any of our books by writing to Press@ndic.edu.

If your office would like to learn more about how you can work with NDIC faculty and students on a long-term research project, please contact Research Center Director Dr. Cathryn Thurston at (202) 231-4011.

Editor's Note: The Director of National Intelligence, with the support of the Deputy Secretary of Defense, designated the director of DIA the executive agent for the National Intelligence University (NIU). In this new capacity and to maximize currently successful accredited programs, DIA's NDIC will be re-designated as the NIU.

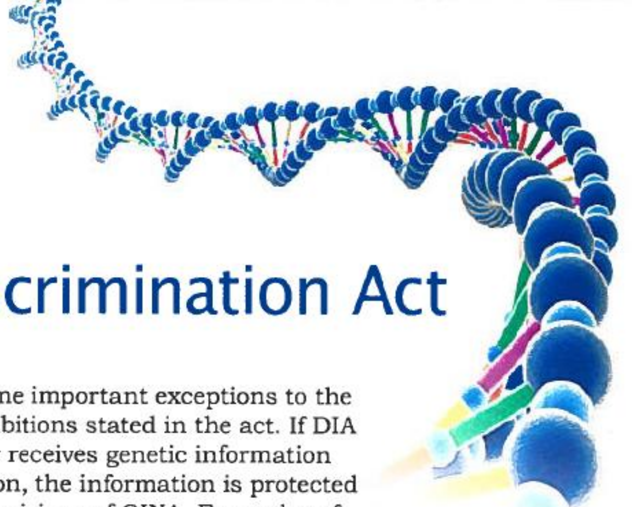
SAVE
the Date

DIA
Diversity Day

Wednesday, April 27, 2011

- Diversity Forum
- Diversity Expo
- Training
- Cultural Demonstrations

A DIA 50th Anniversary Event



Complying with the GENETIC Information Non-Discrimination Act

By the Equal Opportunity Office, EO

With GINA legislation, your employer cannot discriminate based on your or your family's genetic information.

The Genetic Information Non-Discrimination Act of 2008 (GINA) was enacted in recognition of developments in the field of genetics. Today's genetic tests can inform individuals if they are at risk for developing some specific diseases or disorders. Consequently, applicants and employees might have concerns about the risk of losing their employment if employers gain access to their genetic information.

Because of this, Congress enacted Title II of GINA to protect job applicants and employees from discrimination based on genetic information. Title II prohibits the intentional acquisition, use and receipt of genetic information about applicants or employees and imposes strict confidentiality requirements upon receipt of genetic information. Simply put, GINA prohibits an employer from discriminating based on an individual's genetic information and/or that of their family.

"Genetic information" as defined by GINA includes manifestations of any disease or disorder of the individual's family member(s), the individual's genetic tests and genetic tests of the individual's family member(s). Under the act, family members include all individuals related to the fourth generation, adopted individuals and spouses.

To comply with this law, DIA employees will not be asked to provide any genetic information when responding to a request for medical/family information, including during predeployment screening, preoffer/pre-employment medical exams and fitness for duty exams.

> "Simply put, GINA prohibits an employer from discriminating based on an individual's genetic information and/or that of their family."

There are some important exceptions to the general prohibitions stated in the act. If DIA inadvertently receives genetic information about a person, the information is protected under the provisions of GINA. Examples of obtaining information inadvertently would be an employee talking to coworkers about participating in a breast cancer awareness event in memory of a family member who was a victim of the disease. Or a conversation in which one employee tells a coworker that her father has Alzheimer's disease. This type of unintentionally shared information cannot be used by employers to make health coverage or employment decisions for that employee. Additionally, to the extent an employee or an employee's family members engage in a wellness program or seek the services of the Employee Assistance Program at DIA, the service providers are not precluded from seeking GINA-related information upon meeting certain prerequisites. Lastly, GINA does not eliminate the employee's requirement to provide information related to a request under the Family Medical Leave Act or Rehabilitation Act that may require that the employee provide genetic information.

DIA is committed to being compliant with the law under GINA. If you have any questions about GINA or DIA processes and procedures to comply with GINA, please submit your question on the Equal Opportunity and Diversity Office (EO) website, or contact EO at (202) 231-8178. It is imperative that all employees be aware of this landmark legislation and how it impacts them.

Information about GINA is also available on the Equal Employment Opportunity Commission's unclassified website at http://www.eeoc.gov/laws/types/genetic.cfm.

READY for the World
The Life of the DIA Readiness Center

By Brian M. Gabenski, DA

The DIA Readiness Center is changing the way the agency deploys its work force around the world.

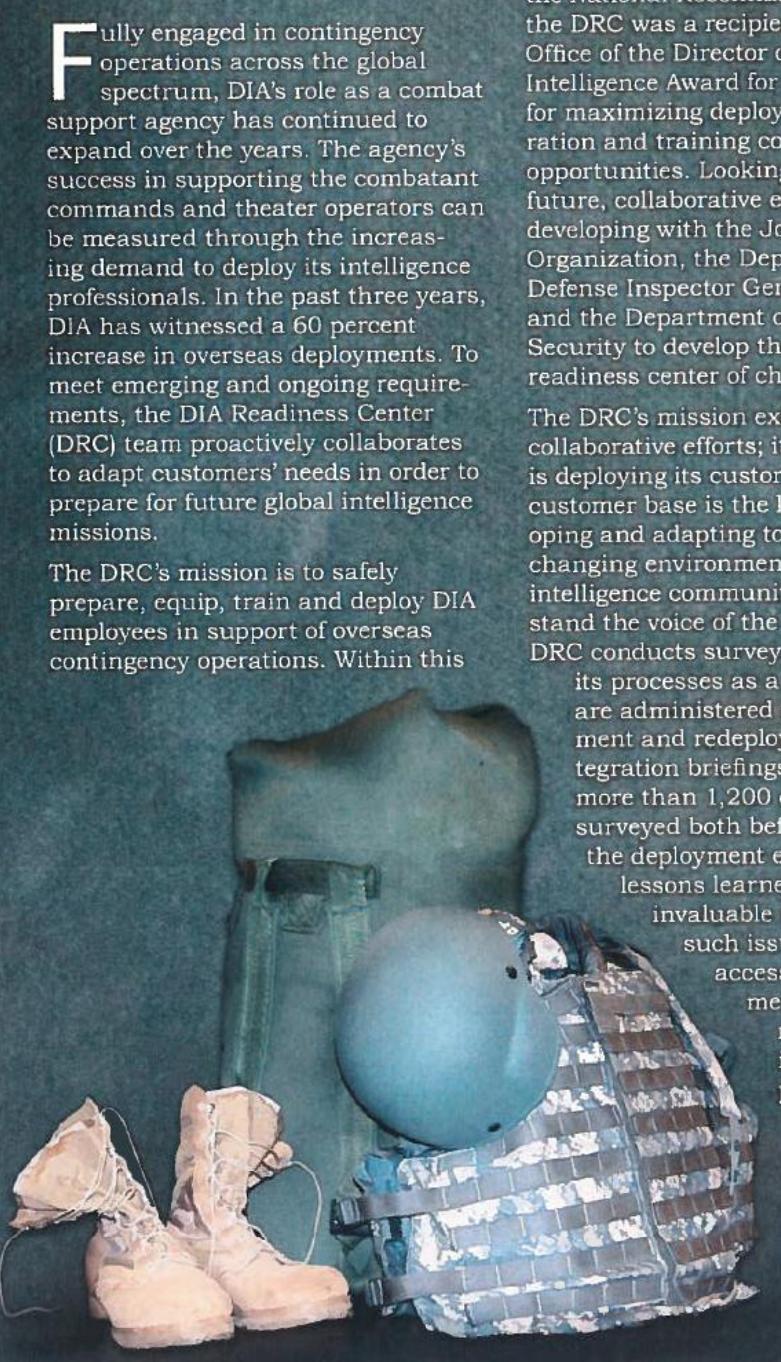
Fully engaged in contingency operations across the global spectrum, DIA's role as a combat support agency has continued to expand over the years. The agency's success in supporting the combatant commands and theater operators can be measured through the increasing demand to deploy its intelligence professionals. In the past three years, DIA has witnessed a 60 percent increase in overseas deployments. To meet emerging and ongoing requirements, the DIA Readiness Center (DRC) team proactively collaborates to adapt customers' needs in order to prepare for future global intelligence missions.

The DRC's mission is to safely prepare, equip, train and deploy DIA employees in support of overseas contingency operations. Within this mission, many roles and responsibilities are shared across the agency and, for the DRC, collaboration on a daily basis is the key to its success. Partnering with the National Geospatial-Intelligence Agency and the National Reconnaissance Office, the DRC was a recipient of the 2009 Office of the Director of National Intelligence Award for Collaboration, for maximizing deployment preparation and training cost-sharing opportunities. Looking toward the future, collaborative efforts are developing with the Joint IED Defeat Organization, the Department of Defense Inspector General's Office and the Department of Homeland Security to develop the DRC as the readiness center of choice.

The DRC's mission extends beyond collaborative efforts; its core mission is deploying its customers. The DRC customer base is the key to developing and adapting to the quick-changing environment faced in the intelligence community. To understand the voice of the customer, the DRC conducts surveys to understand its processes as a whole. Surveys are administered at predeployment and redeployment/reintegration briefings. Since 2009, more than 1,200 customers were surveyed both before and after the deployment experience. The lessons learned have proven invaluable to improve such issues as common access card issuance, medical appointment scheduling and the performance evaluation process. The survey metrics show 97 percent of deploying personnel are satisfied with their level of readiness for their deployed mission.

Within the organization, the name bears the true vision and expectation of the work force: readiness. Deployment readiness is an organizational culture of DIA, focused on building long-term operational capabilities to meet the demands of an asymmetric warfare environment. The mission is expeditious and intelligence professionals understand the demand for timely and relevant intelligence is at the frontlines of the fight. To that end, the DRC initiated a deployment readiness program over the past two years geared toward those planning to deploy in the future. With more than 450 personnel enrolled in the program, the burden of the deployment process on the individual has been eased because they can now complete a majority of requirements well in advance of deploying. This statistic presents the growing prospect for DIA and the DRC: a work force ready for the next challenge.

The DRC continues to adapt to the changing requirements and needs of DIA to expand its customer base, refine deployment processes, equipment and training, and to instill an expeditionary culture into the work force.



JRICs Provide GLOBAL CONNECTIVITY to Reservists Stateside

By Jennifer M. Redding, CP

Reserve forces use JRICs to support worldwide intelligence operations.

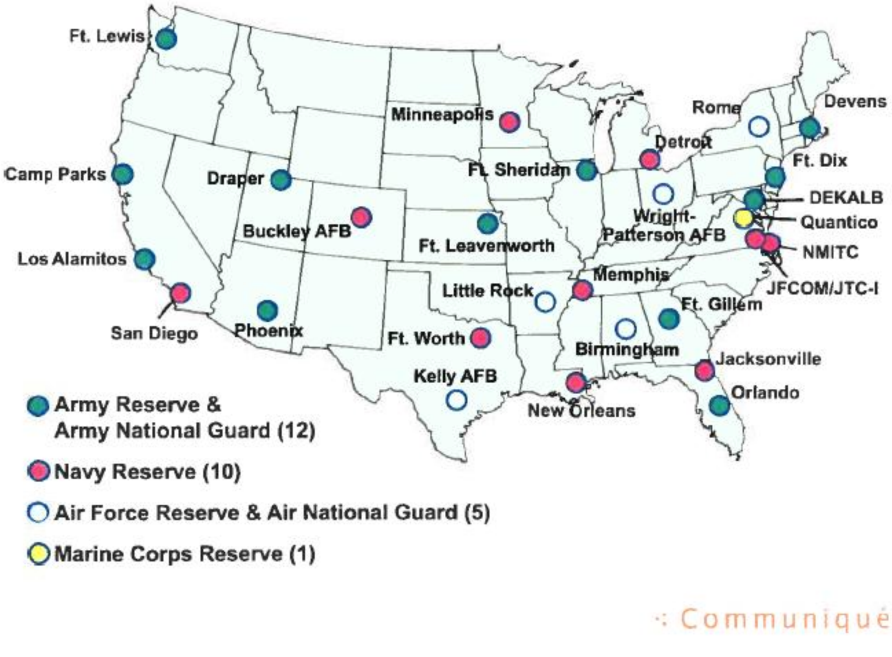
DIA supports reserve readiness through the Joint Reserve Intelligence Program (JRIP), training reservists for mobilization by engaging them in real-world missions at 26 operational Joint Reserve Intelligence Centers (JRICs) throughout the U.S.

A JRIC in California provides workstations and connectivity to reservists.

Photo courtesy of the JRIP

The program provides classified facilities, intelligence capabilities, information technology (IT) infrastructure, resources and program guidance to joint reserve intelligence personnel for analysis and production efforts to support the combatant commands, combat support agencies, services and other government agencies.

Reservists use the JRIC sites to enhance their intelligence skills locally and support customers remotely with ready access to secure networks. Department of Defense (DOD) Intelligence Information System management tools are made available to aid in providing timely, objective and cogent all-source intelligence to support intelligence collection, analysis, processing and dissemination requirements. The robust environment allows for seamless integration of skilled reservists and active military and civilian analysts providing the warfighter with nationwide reachback capability.


Ft. Lewis
Minneapolis
Rome
Devens
Detroit
Ft. Dix
Camp Parks
Draper
Ft. Sheridan
DEKALB
Wright-Patterson AFB
Quantico
Buckley AFB
Ft. Leavenworth
NMITC
Los Alamitos
Memphis
Little Rock
JFCOM/JTC-I
Ft. Gillem
San Diego
Phoenix
Ft. Worth
Birmingham
Jacksonville
Kelly AFB
Orlando
New Orleans
● Army Reserve & Army National Guard (12)
● Navy Reserve (10)
○ Air Force Reserve & Air National Guard (5)
○ Marine Corps Reserve (1)

The JRIP supported U.S. European Command's (EUCOM's) Austere Challenge 2010 as requested by the EUCOM JIOCEUR Analytic Center (JAC) commander and director of intelligence. While EUCOM initially planned to fly analysts to Europe, the volcanic activity in Iceland that disrupted global air traffic caused them to adjust that plan to remote support. There were 65 reservists on full-time orders supporting the exercise, including 53 reservists working remotely from four JRICs: Minneapolis; Fort Sheridan, Ill.; Fort Gillem, Ga.; and Fort Meade, Md. The sites provided 24-hour operations, enabling reservists to remotely provide exercise intelligence production. The virtual support model was maintained for the duration of the exercise, even with air traffic operations returning to normal.

The centers also assist with meeting annual training requirements for reservists and provide options for DIA telecommuters. All JRICs are located within a military owned and managed sensitive compartmented information facility and help meet the nation's needs in supporting the National Intelligence Strategy.

The U.S. Marine Corps hosts just one of the 26 JRICs at the Marine Corps Intelligence Activity in Quantico, Va., which provides all-source intelligence to Marine operating forces and the intelligence community. While this JRIC is one of the smallest, it serves to connect reserve units and individual mobilization augmentee reservists with national and DOD intelligence enterprises to leverage intelligence skills.

One of the larger JRICs is located at the DeKalb facility in Fort Meade, Md., hosted by the Army Reserve's Military Intelligence Readiness Command. The space allows for full-time support to combatant command intelligence operations in the National Capital Region and provides reach-back intelligence support to the warfighter.

For more information on the program or the centers, contact Bill Castillo, deputy chief of the Joint Reserve Intelligence Program in the Directorate for Analysis (DI), at (202) 231-2345.

Post of the Month:
U.S. Defense Attaché Office COPENHAGEN

By the Defense Counterintelligence and HUMINT Center, DX

Post Highlights

Situated in one of the most beautiful and livable cities in Europe, U.S. Defense Attaché Office (DAO) Copenhagen plays a vital role in maintaining the outstanding military and security relationships the U.S. enjoys with its vital NATO partner, Denmark.

Denmark, the land of Hans Christian Andersen, is the southernmost of the Nordic countries, and is slightly less than twice the size of Massachusetts. It shares a border with Germany to the south, but is otherwise surrounded by the Baltic and North Seas, with no location in Denmark more than 52 km (32.24 miles) from the coast. The country itself consists of not only the Jutland peninsula, but also 443 islands, of which only 72 are inhabited. Though small in size compared with some of its fellow European Union (EU) members, this constitutional monarchy boasts some of Europe's most recognizable attractions such as the Tivoli Gardens, Legoland and the famous Little Mermaid sculpture.

Skagerrak
Kattegat
SWEDEN
North Sea
DENMARK
Copenhagen
Baltic Sea
GERMANY
POLAND

Denmark is a land steeped in history. Once the seat of Viking raiders, Denmark has stayed true to its Viking heritage. The Danish Vikings were most active from the eighth to 11th centuries in Britain, Ireland and France, and they excelled in trading along the coasts and rivers of Europe. Viking trade routes ran via Russian rivers, as far north as Greenland and as far south as Constantinople. Their fearless conquests and courageous ethos have captivated military leaders for centuries.

Host Nation Highlights

With the world's highest level of income equality and the fourth highest ratio of tertiary university degree holders in the world, the Kingdom of Denmark has ranked in recent years among the least corrupt countries in the world and has been rated both the most livable and the happiest place in the world. In 1241, the Code of Jutland asserted several modern concepts into the country such as the right of property, that the king "cannot rule without and beyond the law," and that "all men are equal to the law." These foundations of equality carried Denmark successfully into the 21st century, where it has become one of the founding members of the United Nations, NATO and the EU — after first holding a public referendum.

Viking tenacity and personal courage were evident at every turn in World War II as Denmark persistently resisted German occupation efforts. The Danes not only sank 32 of their own ships to keep them out of German hands, but also, in the face of impending Nazi mass deportations, heroically smuggled more than 7,000 Danish Jews to nearby Sweden, a neutral country. These selfless acts of bravery, along with many others, saved thousands of Danish lives, leaving a proud legacy that survives today.

Though Denmark has the world's highest income tax, its unemployment rate is comfortably below the EU average of 9.6 percent and all education, including

The Little Mermaid statue in Copenhagen.

college, is free. A steadfast U.S. ally, Denmark participates in major military and humanitarian operations including UN- and NATO-led operations in Kosovo, Korea, Sudan, Iraq, Afghanistan and Somalia.

Photos courtesy of DAO Copenhagen, DX

Defense Attaché CAPT Chris McDonald and U.S. Ambassador Laurie M. Fulton welcome President Barack Obama to Copenhagen in December 2009 for the COP 15 Climate Change Conference.

Operational Highlights

Living and working in Denmark not only provides a wealth of challenges, but a host of rewards.

The Defense Attaché Office, led by Senior Defense Official and Defense Attaché CAPT Chris McDonald is involved in every aspect of embassy life and has a vital diplomatic mission advancing various defense-related policy objectives. Representing the Department of Defense, DAO Copenhagen serves as an important interface between a number of U.S. and Danish agencies. Because the Kingdom of Denmark provides the defense and security for Greenland, the Army attaché, representing the Office of the Secretary of Defense, participates in biannual conferences at Thule Air Base, Greenland, in support of Greenland's missile defense agreement with Denmark, a major aspect of the U.S. defense relationship with Denmark for the past 50 years.

Every activity at DAO Copenhagen is a team effort. The three military attachés assigned to DAO Copenhagen are fully engaged and, for such a relatively small posting, the office is always busy supporting a host of daily operations and visitors. DAO Copenhagen has supported the U.N. COP 15 Climate Change Conference attended by U.S. President Barack Obama, Secretary of State Hillary Clinton, five U.S. Cabinet members, five state governors and more than 100 foreign heads of state, and the Role of Women in Global Security Conference attended by Clinton and the secretary general of NATO. These important visits required a full team effort by the entire DAO staff.

NDU Provides Educational Opportunities to DIA

By Eric Hammersen, DIA Executive Representative to NDU and DIA Chair at the National War College

This is the second in a series of articles highlighting education opportunities for DIA employees through the National Defense University. This article features the National War College and the Industrial College of the Armed Forces. The next article in this series will highlight the Joint Forces Staff College, the Information Resources Management College and the College of International Security Affairs.

The National Defense University (NDU), created by Congress in 1976, is not in itself a degree-granting institution. Rather, it is responsible to the chairman of the Joint Chiefs of Staff (CJCS) for the oversight of all joint professional military education, as well as research and outreach programs. To fulfill these missions, NDU comprises five degree-granting colleges, four research institutes and five special programs. It also provides the home for three of the Department of Defense's (DOD) five regional centers.

The NDU president is a three-star admiral or general, and the senior vice president is an ambassador assigned from the Department of State. NDU headquarters is located in Marshall Hall on Fort Leslie J. McNair in southeast Washington, D.C. (Fort McNair is the third-oldest military post in the United States, dating back to 1791 when the capital city was being planned.) More than 1,000

individuals attend NDU courses and programs on any given day.

The five colleges that comprise NDU are the National War College, the Industrial College of the Armed Forces, the Joint Forces Staff College (JFSC), the Information Resources Management College and the College of International Security Affairs. All are located at Fort McNair except for JFSC, which is in Norfolk, Va.

NDU's research institutes include the Institute for National Strategic Studies, the Center for the Study of Weapons of Mass Destruction, the Center for Technology and National Security Policy, and the Center for Strategic Communications. All are at Fort McNair. The research results are available for use by DIA personnel.

The NDU special programs are Capstone/Pinnacle/Keystone, the Joint Reserve Affairs Center, the International Student Management Office, the Secretary of Defense Corporate Fellows Program and the NATO Staff Officers Orientation Course. All are at Fort McNair. DIA civilians may participate in these programs on a case-by-case basis.

The Africa Center for Security Studies, the Center for Hemispheric Defense Studies, and the Near East/South Asia Center for Security Studies are also located on Fort McNair. DIA has been invited to send qualified individuals to events hosted by these centers.

The National War College

The National War College (NWC) provides senior-level professional military education. Established in July 1946 as the successor to the Joint Army-Navy Staff College, it is located in Roosevelt Hall on Fort McNair. The NWC prepares future leaders of the armed forces, U.S. government civilians and foreign officers for high-level policy, command and staff responsibilities by conducting a senior-level national security strategy course. The services select the best and brightest mid- and senior-level officers to attend the NWC. While the demographics of each class vary, on average 65 percent of the 200 students are uniformed officers with about equal representation for the land, air and sea (including Marine Corps and Coast Guard) components. The remaining students are civilians from across the Department of State, DOD, Department of Homeland Security and intelligence community (IC). In addition, there are a significant number of international fellows — senior military officers from foreign allies. The CJCS allocates seats at NWC. DIA has had three seats since the mid-1990s.

The NWC commandant is a two-star general or flag officer; the deputy is an ambassador assigned from the State Department. The faculty includes active duty military officers from all services, tenured Title 10 civilian professors and individuals assigned from across the government. DIA has had a senior executive on the NWC faculty since 1989.

U.S. students attend a 10-month resident program that begins in August and ends in June the following year.

NWC has only resident courses. The program includes six core courses — which provide a grounding in national security strategy and policy, national military strategy and operations — together with a wide variety of electives and a regional field studies program. NWC courses are graded on a pass-fail basis, though students can earn distinction as being best in their seminar, best in the individual core course or the distinguished graduate. Since 1993 Congress has authorized graduates to earn a Master of Science in National Security Strategy. Graduates also receive joint professional military education credit. In 2009 the director of national intelligence approved joint education credit for IC students at NWC. Students are assigned 500-600 pages of reading each week and also are graded on their participation in seminars and the quality of their written papers. There is a comprehensive oral examination at the end of the fall and spring semesters.

The Industrial College of the Armed Forces

The Industrial College of the Armed Forces (ICAF) also provides senior-level professional military education. Established in 1946 as the successor to the Army Industrial College, ICAF is located in Eisenhower Hall on Fort McNair. It has been a joint school since 1948. ICAF prepares selected military officers and civilians for strategic leadership and success in developing national security strategy and in evaluating, marshaling and managing resources in execution of that strategy, and is a center for study and research in the resource component of national security.

The 350 students in ICAF are the most diverse of all the senior-level schools, with uniformed officers from all the services, foreign military officers, civilians from the Departments of Defense and State, together with 15 other federal agencies and individuals from the private sector. The CJCS allocates seats at ICAF. DIA has had one seat in each class since the late 1990s. DIA's allocation comes via the Defense Acquisition University (DAU) intended for use by a senior acquisition specialist or a senior financial management specialist. Our student enters ICAF's Senior Acquisition Course and comes out with their ICAF diploma, a master's degree in National Resource Strategy and a Senior Acquisition Certification from the DAU.

The ICAF commandant is a two-star general or flag officer; the deputy is an ambassador assigned from the State Department. The faculty includes active duty military officers from all services, tenured Title 10 civilian professors and individuals assigned from across the government and from industry. DIA will provide a member of the ICAF faculty beginning in summer 2010; there are also faculty members from the Central Intelligence Agency, the National

Security Agency, the National Geospatial-Intelligence Agency and the Federal Bureau of Investigation.

The 10-month resident program (August to June) is divided into three phases: the domestic context, the international context and the resourcing component of national security.

ICAF has only resident courses. In addition to the core courses, ICAF students are able to take a wide variety of electives. Since 1993 Congress has authorized graduates to earn a Master of Science in National Resource Strategy. Graduates also receive joint professional military education credit. Students are assigned 500-600 pages of reading each week. ICAF uses letter grades for their courses.

If you are interested in applying to attend one of these colleges, contact the Directorate of Human Capital's Office of Learning and Career Development (HC/HCL).

The New DIA Torch Bearers Hall: HONORING Those Who Have Left an Indelible Mark on the Agency

By Christina A. Cawley, CP

A new award honors civilian and military employees for making a significant impact during their tenure at DIA.

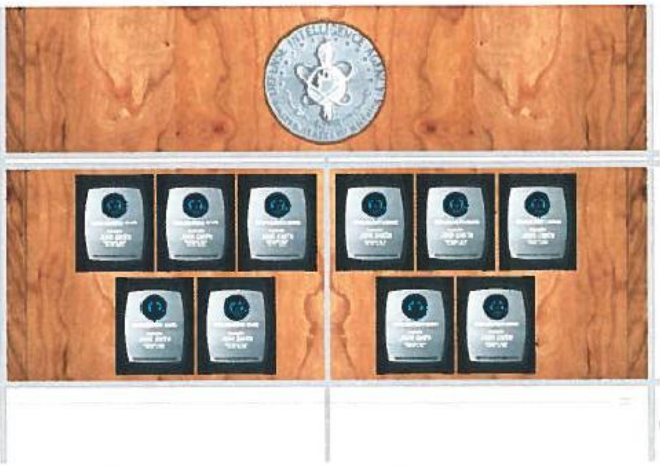
In honor of the agency's 50th anniversary, DIA is creating a Torch Bearers Hall Award to recognize former employees and military members whose contributions during their tenure have directly impacted DIA's success and accomplishments since its inception.

Starting this year, DIA will select and honor a small number of individuals annually to celebrate a career or period of exceptional service to the agency. The new program seeks to acknowledge performance that changed the direction and scope of defense intelligence operations or increased the value of the activities for national decision makers or military commanders.

Do you know someone who should be nominated? All current or former Department of Defense or intelligence community employees have the opportunity to nominate an individual as a potential candidate for the Torch Bearers Hall.

Any individual who served as a civilian or any military member assigned during a tour or multiple tours in DIA, or a combination of both civilian and military service, is eligible for induction. Nominees cannot be serving with DIA at the time of nomination and must be retired from federal or military service for at least three years. Former DIA directors and deputy directors are ineligible.

The Torch Bearers Hall Selection Board, chaired by the chief of staff and composed of representatives across the agency, is specifically looking for individuals who played a decisive role in strengthening or unifying defense intelligence collection production and dissemination. Nominees should have organized, led, managed or improved the quality of a critical product, activity, program or service which significantly improved DIA activities; conceived, planned or implemented changes to DIA business practices which greatly improved the efficiency and effectiveness of agency operations; developed, applied or executed processes, procedures and methods resulting in significant efficiencies and resource savings across the DIA enterprise; and demonstrated extraordinary commitment, dedication and urgency of purpose to the defense intelligence mission and its people, providing a lasting influence and national impact.


Artist rendering of the Torch Bearers Hall.

Nominations for candidates that fit this criteria may be submitted anytime before June 1 of each year. The nomination package is a five-page submission that should include a list of the nominee's accomplishments, an explanation of their historical significance, an official biography and the nominee's general bibliographic information.

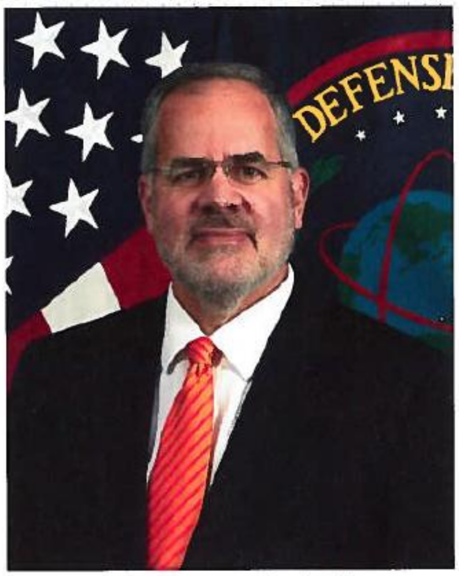
After the Torch Bearers Hall Selection Board has received and assessed all nominations on June 1, they will recommend a list of finalists from which the director will select the winners. DIA will hold an annual induction ceremony in the beginning of October to commemorate the award recipients.

To learn more about the Torch Bearers Hall, check for more specific eligibility requirements or get a more detailed description of the nomination procedures, please visit the Torch Bearers Hall website.

Executive Interview:
David SHEDD,
Deputy Director of DIA

The Communiqué staff sat down with David Shedd, deputy director of DIA, to talk about intelligence community collaboration, his first impressions of DIA and where we are heading as an agency.

Shedd became DIA's deputy director in September 2010. His previous positions as the Director of National Intelligence Deputy for Policy, Plans and Requirements, chief of staff, and later acting director, of the Intelligence Staff to the director of national intelligence, and in intelligence policy on the National Security Council helped shape the intelligence community into what it is today.



DIA Deputy Director David Shedd

COMMUNIQUÉ: *You've been with DIA for about five months now. Has there been anything about the agency that has surprised you?*

MR. SHEDD: The biggest surprise has been the breadth and depth of expertise in DIA that is not particularly well-known outside of DIA and the intelligence community. For example, I had the opportunity to visit the Missile and Space Intelligence Center in Huntsville, Ala., and spent a day there with Pam McCue and the team. I saw the incredible amount of mission contribution that they're providing day in and day out in their area of responsibility. Time and time again I've come across pockets of excellence in the directorates for Analysis and Technical Collection and the Defense CI and HUMINT Center that I wouldn't say it so much as surprises me, but it is very encouraging to see what is being done.

In addition, I have been surprised by how much "DIA proper," in terms of the General Defense Intelligence Program that LTG Burgess manages, contributes to the combatant commands and the military services as part of the larger intelligence mission. Again, whether I'm surprised or not by it, I am now educated on that and it's heartwarming to see — it's a very good thing.

COMMUNIQUÉ: *How has it been transitioning to a Defense Department organization?*

MR. SHEDD: First and foremost I have felt warmly welcomed by DIA. I have found the organization to be highly responsive and welcoming to my arrival coming from outside DOD. The part that is taking some time to get used to is the relationship of the requirements process for the combatant commands and DIA, and how those fit into the larger intelligence community's capabilities. It is interesting to me that at this time the rest of the IC — which is what I'm most familiar with — does not take into account the degree to which support to the combatant commanders is part of the mission set that we need to deal with by national means, and by national means I'm talking about the intelligence community. So that's a bit of an adjustment to think about all of the combatant commands' requirements and trying to determine how to meet those requirements.

COMMUNIQUÉ: *Have you had a chance to visit the J2 components at the combatant commands?*

MR. SHEDD: My job is largely here in Washington and working the issues for the agency here, but obviously I'm interested in staying connected to the field in any way that I can. One of the things that has pleased me enormously since coming here is the Tandberg; I am not a product of the Tandberg. Recently I had a terrific discussion with PACOM and the J2 office there; it was very helpful to hear what their needs and requirements are in the Asian-Pacific arena. I've had a similar exchange with EUCOM J2 RDML Norman Hayes.

COMMUNIQUÉ: *What do you think has been the greatest change in the IC as a result of your work implementing the intelligence reforms based on the 9/11 Commission Report?*

MR. SHEDD: I think we're in a much better position as a result of the 9/11 Commission Report and the subsequent legislation that it fostered — the Intelligence Reform and Terrorism Prevention Act, the IRTPA, in December 2004 — to work more as a collaborative and integrated intelligence community. When I look at the missions of the intelligence community, they are in stark difference from the early 1990s when we were allegedly going to have a peace dividend from the fall of the Soviet Union that clearly did not come about. We are in a world today where as the budget

> **“We’re in a much better position as a result of the 9/11 Commission Report and the subsequent legislation that it fostered … to work more as a collaborative and integrated intelligence community.”**

shrinks, intelligence reform affords a vehicle by which the intelligence community can now work in a more integrated, mission-focused effort as codependencies on each other, and I think that has been an important change.

Secondly, information sharing, which is filled with challenges in protecting sources and methods, is much greater today as a result of intelligence reform. I think of our colleagues who are working on the Joint Intelligence Task Force for Combating Terrorism today have access to information and intelligence that they otherwise would not have had access to before. That’s a direct outcome of intelligence reform.

COMMUNIQUÉ: *In terms of collaboration and information sharing, where do you think we’re headed in DOD and across the IC?*

MR. SHEDD: I think information sharing is going to have to take on a very realistic construct that leads us to information managed around identity intelligence, or identity management. If an individual has a particular mission need and has the ability to be on a network to get that particular information, that individual is very clearly identified through a profile that indicates what that mission need is and then that information is pushed to that analyst, targeteer or HUMINT office. It’s an effort to allow role-based access or identity management that says you as an individual have the credentials and the mission need to get access to that information. This will be defined through the technology that will get us there, we’re just not there today.

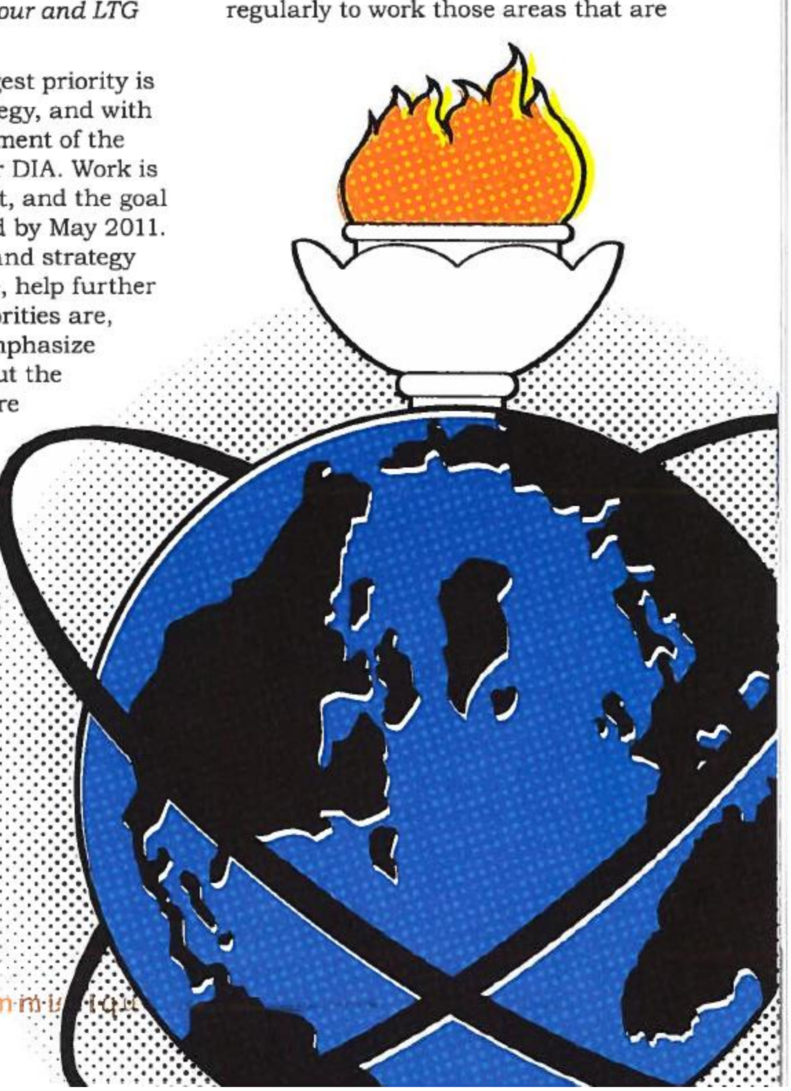
In a world where there is a growing amount of data, we must use the power of the machine to push that data, but it has to know where to push it. That’s going to be managed through a role-based access construct. You will have an account defined with parameters so that information is then pushed to meet that account’s requirements. If you’re an analyst on Botswana, you will get not only everything on Botswana but everything that is related to Botswana and beyond that informs your particular analytic portfolio.

COMMUNIQUÉ: *What are your priorities for DIA? How do you think we will need to change our current strategy to better reflect both your and LTG Burgess’ priorities?*

MR. SHEDD: My biggest priority is redoing the DIA Strategy, and with that comes the refinement of the mission and vision for DIA. Work is well underway on that, and the goal is to have it completed by May 2011. That vision, mission and strategy will, in large measure, help further refine what those priorities are, and I would like to emphasize that it’s as much about the process of getting there as it is the end state. Paul Batchelor is leading this effort, and we’re doing focus groups and bringing a lot of participation into the building of the draft. This process will help define what those strategic objectives are.

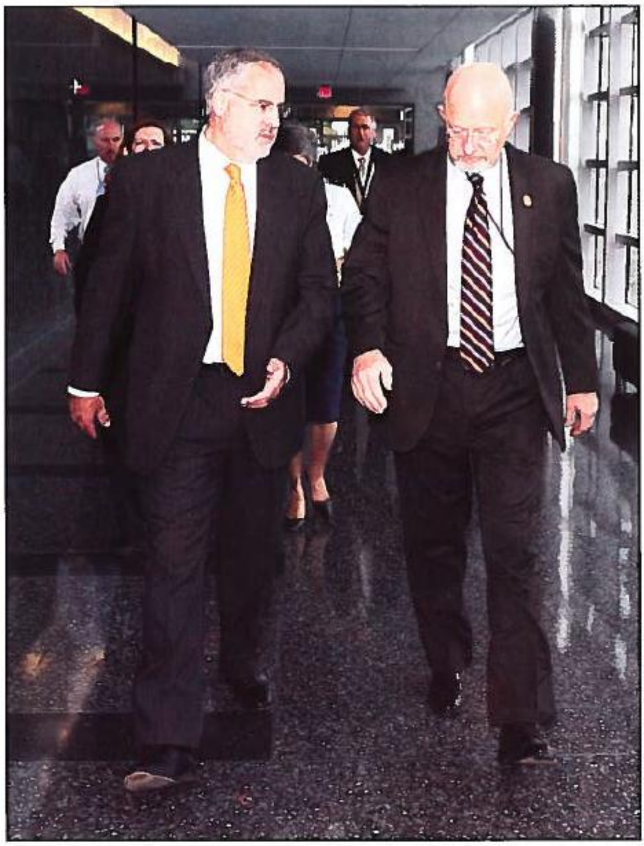
My priorities are obviously aligned with the director’s in terms of Afghanistan/Pakistan, counterterrorism and strategic surprise, however I have three areas I want to emphasize beyond the strategy itself.

The first is enabling integration of HUMINT capabilities within the intelligence community. A lot of that work is being done today, but I think more can be achieved working side-by-side with CIA and FBI, in particular. This increased collaboration must be leadership driven, and I plan on meeting with my CIA and FBI colleagues regularly to work those areas that are



issues or topics of common concern. There is no plan to subordinate the defense HUMINT services to CIA's National Clandestine Service.

My second big priority is analysis. Deputy Director for Analysis Jeff Rapp has already articulated that there needs to be a greater emphasis on defense intelligence. The idea behind this is that you want the DIA analytic core to really play to its strengths by way of its expertise and comparative advantage within the intelligence community and that tends to be in the areas of order of battle, weapons systems, and command and control — things that have to do with the defense side of the analytic questions that we have around the world. We need to know the customer for that analysis better, what their needs are, and meeting those requirements more precisely and directly.



Shedd welcomed Director of National Intelligence James Clapper to the DIAC soon after becoming DIA's deputy director.

Photo by Paul A. Oberle, CS

Finally in this area of priorities, the MASINT mission is critical. The director of national intelligence has given LTG Burgess the functional manager role for MASINT. The director must ensure that the intelligence community is properly postured to do that mission, understand how that mission is currently being done, and where the gaps are. Those are three very big issues for me under the strategy umbrella.

But I would be selling it all short if I also didn't say that the emphasis on work force issues like hiring, retention and training are all factors that will greatly contribute to our effectiveness in those three priority areas. Those enablers by extension are a critical piece to meeting those three objectives that I've laid out beyond the strategy itself.

COMMUNIQUÉ: *Do you see our analytic work force evolving to narrow its focus? How do you see them changing?*

MR. SHEDD: I do. I see the need to deepen expertise where already outstanding expertise exists, but getting even deeper when it comes to defense intelligence issues. I leave that up to Deputy Director for Analysis Jeff Rapp to manage that. It's a work force structure issue of what the analytic core is going to look like in 2015 and 2020.

I should add, the DNI has created the national intelligence managers, or NIMs. Their responsibility is to look at intelligence gaps, end-to-end, on collection and analysis, budget, foreign language requirements — all aspects of intelligence. We are now moving toward having the defense intelligence officers (DIOs) become the counterpart to those NIMs. This is a significant shift because you should be able to turn to a DIO who has responsibility for a topic or a region with the expectation that he or she will be able to tell you what the coverage currently is, what the gaps are, what the collection opportunities are or are being executed, and what the presence is there to collect intelligence, as well as our analytic capability.

COMMUNIQUÉ: *Will the DIO role change to be more managerial in nature?*

MR. SHEDD: The DIOs will be the catalyst for integration of DIA's mission contribution. For example, I would fully expect the DIO to have full knowledge and visibility to the collection tools that are available to DIA, have full visibility into the budget aspects to his or her portfolio for which he or she is charged with, and so on and so forth. In other words, when I call the DIO or the director talks to the DIO, that person is a single unified picture of how we're doing on that topic or in that region. I think that's a very significant change for that role.

COMMUNIQUÉ: *What do we as an agency need to do to better align with the national and defense intelligence strategies?*

MR. SHEDD: I think we're already doing that. I give the agency high marks in already looking at how it is aligned to meet its needs. Going back to your first question about what I've seen in my first several months here, I have a found a very welcoming environment not only for me as I mentioned, but also for serving customers. DIA really does want to make a difference, they're here to serve the customer. Where some of that gets challenged is that there are too many customers' demands, and that's where you end up coming up a little bit short of being all things to all people. The national security strategy promulgated by the president

> **“The restrictive budget environment is going to drive greater integration.”**

and the national intelligence strategy promulgated by the DNI allows us to understand what those priorities are, and within that framework of priorities of strategies have a better sense of where our dollars and people need to be aligned.

COMMUNIQUÉ: *How do you think DIA is going to be able to accomplish all of our missions during the tight budget constraints of 2011?*

MR. SHEDD: To a large degree, through greater collaboration and integration with the combat support agencies — colleagues like the National Security Agency, National Geospatial-Intelligence Agency and the National Reconnaissance Office — but also with the larger IC. I think we will continue down the path of interagency dependence within the IC. In addition, we will continue to leverage the strong relationship of DIA/J2 analysts with the combatant commands to harvest greater efficiencies.

The restrictive budget environment is going to drive greater integration.

COMMUNIQUÉ: *Is there anything else you'd like to add?*

MR. SHEDD: For an organization that has the rich history that DIA has had for 50 years come October 2011, I think to myself, where is DIA going in the next 50 years? That's hard to just get your head around, but think about five or 10 years.

A concrete example is hiring practices: Do you predominantly hire pay band 2s or pay bands 4 and 5? You will have a very different work force depending what path you take. You have to ask yourself what you want your work force to be able to do. All your investments, whether short-, medium- or long-term, have an impact on how you will support the customer downstream because of what you decide today.

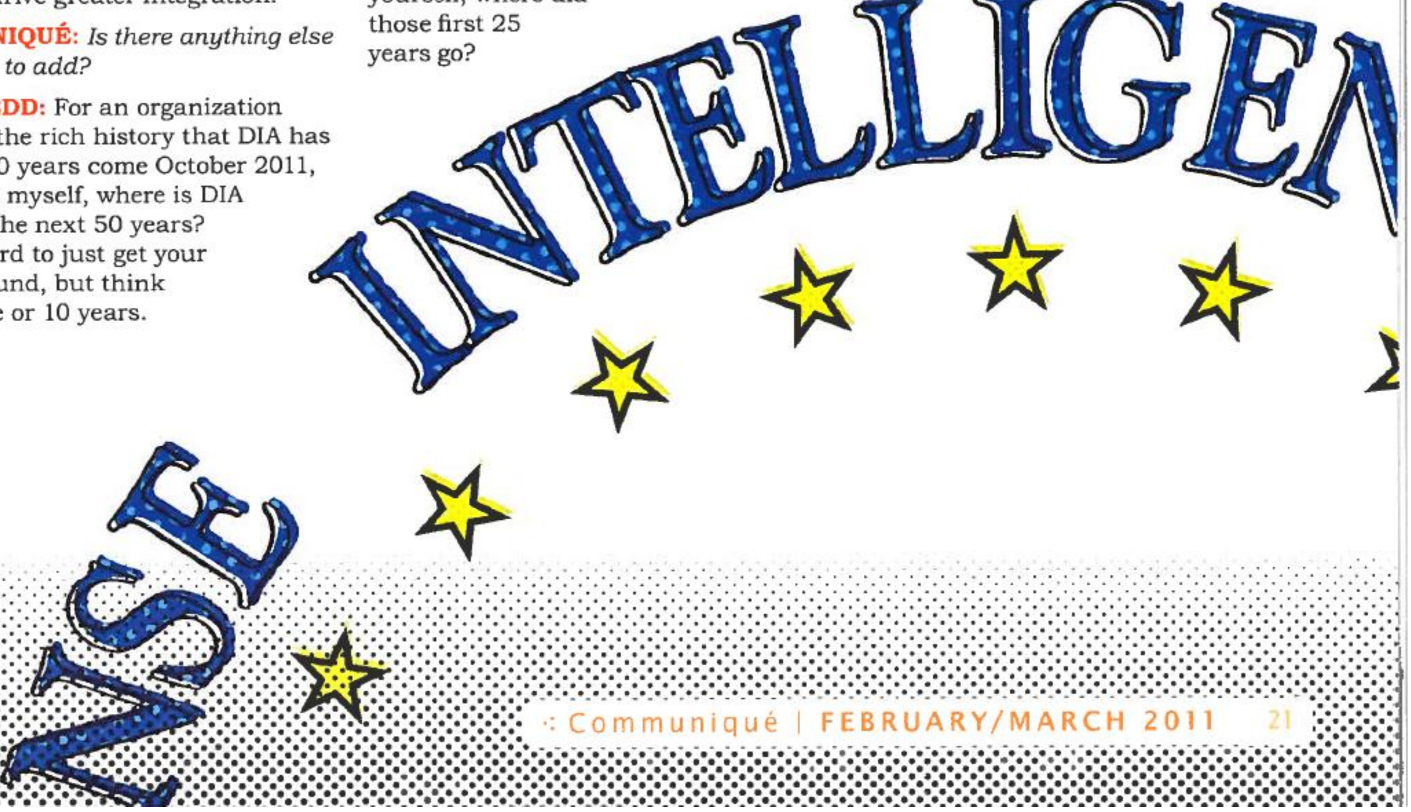
I just happened to come from a Gateway class of new employees. One of the things that I say to every class is to ask yourself where you want to be in two years and where you think you will be in five or 10 years.

Think about what you will have contributed to make a difference in two years, in five years, in 10 years, or during a full career, because time really does pass fast.

If you have children like my wife and I do — two boys, one serving as a first lieutenant in Iraq — you ask yourself, where did those first 25 years go?

It's important to set milestones whereby you've made a conscious effort to make a difference and said to yourself, 'I want to leave an imprint on people.' I want to get people to think about what the mission is and how they can meaningfully contribute.

I constantly am asking myself, what am I going to leave behind in the areas that we've talked about? It's my challenge to all the new entrants to the agency, regardless of their age, regardless of their past experience. There are two dates on every gravestone, your birth and your death — the question is, what did you do with your dash? It's the only thing that ultimately matters.



1961-2011
CELEBRATING OUR LEGACY
FORGING OUR FUTURE

The 1980s: The Defense Intelligence Agency Comes of Age

By Dr. Roy L. McCullough, DA

Photos courtesy of DIA Archive

DIA received its first set of colors during LTG James Williams' tour. The director is shown with the members of the logistics team who worked on obtaining the colors.

The 1980s were a pivotal decade for the DIA. After confronting a wide array of organizational, financial and national security challenges in the 1960s and 1970s, DIA emerged from the 1980s as a stronger, more centralized and more effective member of the intelligence community. In 1984 the construction of the DIAC ended a decades-long effort to consolidate agency operations located in a number of facilities scattered throughout the Washington metropolitan area, including Arlington Hall Station, the Cafritz Building, Pomponio Plaza, the Washington Navy Yard and the Pentagon. Decentralized, overcrowded, inconvenient and unattractive, the agency's early facilities presented a major obstacle to establishing organizational integrity and agency esprit de corps during the critical early years of the agency's existence.

DIA's ability to support military operations matured significantly during the 1980s. In 1983 U.S. troops were dispatched to Grenada to evacuate approximately 1,000 American medical students following a coup by hard-line Marxists. During this operation (Operation Urgent Fury) a special DIA task force responded to numerous taskings for briefings, papers and other intelligence information. That same year DIA established the country's first national-level intelligence fusion center, the Central America Joint Intelligence Team (CAJIT), to support efforts to defeat the communist insurgency in El Salvador. In an important organizational development, the Goldwater-Nichols Defense Reorganization Act of 1986 designated DIA as a combat support agency, clarifying and enhancing DIA's responsibilities with respect to the combatant commanders. Later in the decade, DIA supported Operation Earnest Will

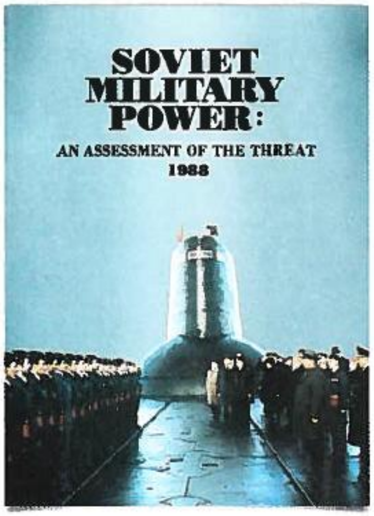
An Air Force surveillance operator in the Southern Regional Operation Center looks for drug traffickers flying over the Caribbean. During the early 1980s DIA became heavily involved in the counter-narcotics effort.

DIA ARTWORK

From 1965 to 1989 DIA maintained a staff of artists to prepare paintings and illustrations of Soviet military systems. Their work was based on classified photography or other imagery that could not be used in publications or briefings for fear of compromising sources and methods. DIA analysts and artists worked closely together to achieve the greatest possible accuracy in these paintings and many were subsequently used in the Soviet Military Power series. The DIA Military Art Collection currently comprises more than 1,000 paintings and drawings, both classified and unclassified.

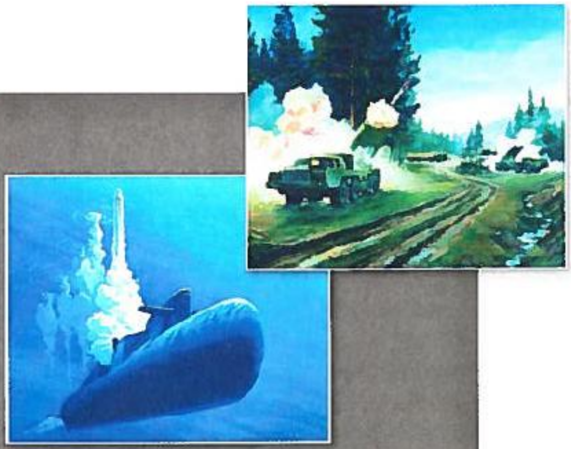
> **"Throughout the 1980s the Cold War and the global confrontation with the Soviet Union remained the primary focus of the agency."**

(1987-1988), the largest naval convoy operation since World War II, in which U.S. forces provided protection to Kuwaiti oil tankers during the Tanker War phase of the Iran-Iraq War (1980-1988). In 1989 U.S. military forces landed in Panama (Operation Just Cause) to replace military strongman Manuel Noriega with a democratic government. DIA analysts supplied intelligence to combat forces and policymakers and deployed a National Military Intelligence Support Team to support the operation.


SOVIET MILITARY POWER:
AN ASSESSMENT OF THE THREAT
1988

During the 1980s the agency also assumed a greater role in combating terrorism, establishing an all-source fusion cell for terrorism analysis and supporting counterterrorism operations following a number of terrorist attacks that took place during the decade. In 1986 the agency's counterterrorism efforts were recognized with DIA's first Joint Meritorious Unit Award.

Throughout the 1980s the Cold War and the global confrontation with the Soviet Union remained the primary focus of the agency. The Soviets' war in Afghanistan, intensified arms control negotiations and the challenges presented by Mikhail Gorbachev's reforms occupied much of the agency's attention. In 1981 DIA published the first edition of Soviet Military Power, an unclassified, full-color publication that sought to communicate the nature and scope of the Soviet threat to a broader audience. It was eventually translated into at least eight languages, including Russian, and republished every year between 1983 and 1991.



U.S. law enforcement officers move deposed General Manuel Noriega onto a U.S. Air Force transport. Noriega was brought to the U.S. and convicted of drug trafficking.

Defense Intelligence Analysis Finds a New Home in the 1980s

By Amy L. Buckley, HC

Recently, my husband and I moved into a new house. As we began the long, tedious process of packing our things, I stumbled upon many photographs from my childhood, but I was most surprised when I discovered the ones of the DIAC.

I was nine years old in October 1984 when my father, mother, sister, grandparents and I piled into the family car and went off to see the dedication of "Daddy's new work." My father had already been employed with DIA for a number of years at the time of the dedication of the DIAC although I had no idea or even an interest in what he did there.

I remember being a bit intimidated by the military members on the base and in the building as we toured it. My father was a civilian employee and I had never known him as a military member. I remember my mother strategically arranging photo opportunities for family members in front of this strange, gray building that was known as the DIAC. My sister and I climbed aboard helicopters and tanks that were set up on what is now a parking lot on the river side of the DIAC. I also remember being fascinated by the red wall in the lobby with portraits of historical U.S. figures and scenes.

When we left the DIAC that day, I still did not have any clearer understanding of what my father did or what role the DIAC would play in my own life in the future.

As the years passed, I remember many occasions when my mother loaded my sister and me, along with our family dog, into the car for a trip to visit relatives north of the Washington area. We would pick up my father at the DIAC on the way north. Before 9/11, my father could simply call ahead to the Bolling Air Force Base gate with our names and vehicle information, and we could drive right on base and up to the front door of the DIAC. Often, during these short visits to the DIAC, I had the occasion to go into the lobby to meet my father. On other trips outside of the metro area, we would drive past the base and DIAC and would wave to Daddy's work.

Photos courtesy of Amy L. Buckley, HC

The author's father, Chip Lozinak, left, at the opening of the DIAC.

A nine-year-old Amy Buckley plays in a helicopter at the opening of the DIAC in 1984.

When I was 18 years old, I went off to college and although I was more knowledgeable about what DIA did, I still was unsure of the type of work my father did and still found the DIAC to be a very interesting but mysterious place.

On one occasion I asked my father the question I had asked so many times before, "What do you do at work?" This time, rather than cleverly laughing it off, he told me that I should come to work with him and find out for myself. So on my winter break from college, nine years after I first toured the DIAC, I went back to spend the day with my father.

Most things inside the building were the same as I remembered them to be on the day of its dedication. There was the red lobby wall, the cafeteria with its long, rectangular lunch

tables and peach colored chairs. We toured the unclassified library and my father even checked out a book for me to read during the day with him. I met many people that day, both civilian and military, but still left the DIAC with no better of an understanding about the agency's mission or what my father did for a living.

When I was 27 years old I applied for a position with DIA. I was hired in January 2003 and ended up working in the DIAC, the same building that had seemed so mysterious yet interesting for such a significant portion of my life. Perhaps the most ironic thing was that I had been hired to recruit civilians to work at DIA. I still had no idea what DIA did, but I was going to find the best and brightest to work there.

Almost seven years ago, my father retired after more than 30 years of federal service with DIA. I had the honor of escorting him out of the DIAC just as he had escorted me in and around that building so many times since its dedication day in 1984.

In the eight years since I have worked in the DIAC, I have come to understand the mission of DIA and what my father and so many others who passed through the doors of the DIAC have done here. I know my story is not unique. There are many of us who had or have parents who still work for DIA, but I feel that I personally have come full circle.

As we celebrate the 50th anniversary of DIA, many photographs will be taken to commemorate the occasion, some like the ones taken by my family in 1984. Perhaps someday those children will also have a story to tell about the mysterious gray building more formally known as the DIAC.

The Mystery Solved: Analysis in the 1980s at DIA

By the DI Communications Team, DI

Amy Buckley visited her father, Andrew "Chip" Lozinak, at the newly-built DIAC in 1984, but remembers feeling that she did not know or understand what he did for a living. During the 1980s Lozinak was an electronic order of battle analyst and worked his way to senior intelligence officer by the end of the decade. So what was it like to do intelligence analysis at the agency during this time? According to some analysts that were there when it happened, the focus and breadth of production certainly changed during the decade:

- Analysts at DIA were primarily focused on producing basic intelligence, current intelligence [supporting a larger Directorate for Intelligence (J2) staff], and estimative intelligence. Analysts also oversaw and "validated" scientific and technical intelligence production by the service intelligence production centers, none of which fell under DIA command at that time.
- DIA's basic intelligence focused mainly on producing a rationalized version of the military intelligence portions of the former National Intelligence Survey.
- To varying degrees, analysts produced worldwide overview military intelligence summaries complemented by ground forces intelligence studies, air forces intelligence studies, naval forces intelligence studies, and logistics and transportation studies.

Author Amy Buckley, right, and her sister Andrea Lozinak, at the opening of the DIAC in 1984.

- While analysts sometimes produced stylized products looking at the cutting edge of new systems, doctrine and tactics, the bulk of the production effort was on producing (again and again) military intelligence summaries and the accompanying forces intelligence studies that averaged six months or more to reach hardcopy distribution.
- During this decade analysts began looking at terrorism. The terrorism analysis branch managed all Department of Defense terrorism warning intelligence, developed detailed databases on terrorists and their methods of operation, and published daily summaries of worldwide terrorist activities.
- Analysts also tracked and reported on military production worldwide. In fact, some of the separate databases from these earlier days are still in use today mostly through integration into the Modern Integrated Database.

The Communiqué staff interviewed one of the agency's departing "legacies" and asked him to share his career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Margan Kerwin at (202) 231-0814.

N. Jay HILLMER, DI

How long have you been with DIA, and where have you worked within the agency?

I had an assistant Army attaché tour in Zaire from January 1977 through June 1979. I returned in September 1985 as a U.S. Army lieutenant colonel, retired in 1988 on a Friday and came to work as a civilian analyst the following Monday.

What are your fondest memories with the agency?

I had enormous job satisfaction in developing and codifying the DoD Intelligence Production Program (DoDIPP) from nothing to a fully functioning enterprise between 1994 and 1998. This Department of Defense/intelligence community-wide program received laudatory comments in congressional hearings, and I'm most proud of my community reputation during that period of being an honest broker.

Being the senior intelligence officer for the Underground Facility Analysis Center as it grew from 22 personnel to about 300 by Operation Iraqi Freedom was a very rewarding experience. I enjoyed the steep learning curve I went through to integrate the best practices of intelligence analysis with collection and exploitation experts and engineers of several types into a coherent team.

It was an honor to be selected as the first DIA Devil's Advocate, serving from 2005 to 2008. The initial task from the director to review how well DIA did on five recent world-changing events made me aware of some intelligence community shortcomings. The position motivated me to research structured analytic techniques and promote alternative analysis in Directorate for Analysis (DI) products.

I've taught 47 iterations of the Tomorrow's Intelligence Professionals Thinking about Thinking course and enjoy it every time. My intent is to motivate new employees to improve their thinking, regardless of where they are going to work in DIA. Getting people to recognize that their biases and mindsets are only part of the obstacles their brain puts in the way of getting the best answer is a real challenge in about an hour.

I was also honored to be the second selectee for the annual Gordon F. Negus Award for Analytic Excellence. The real thrill of getting the Negus award was being totally unaware of my nomination until I was told that I was selected to receive it. That was an incredible feeling that others had gone to that trouble for me.

What lessons did you learn throughout your career that you would pass on to others?

Depending upon your career goals in DIA, networking and getting the right mentor can be the most important thing you do.

What would you consider to be your greatest contribution to DIA?

Initiating a revolution of critical thinking, analytic tradecraft and analytic training. My research into structured analytic techniques led me to take a National Geospatial-Intelligence Agency (NGA) course on critical thinking. I was shocked at how much I'd learned, so I gained accreditation as an NGA instructor for the course and modified it into a Critical Thinking and Structured Analysis course for DIA, teaching the first five iterations of the course. I think it is one of the most important things I have done in DIA, yet was greatly disappointed in its public relations presentation to the work force. My perception is that few understood it was intended as means for all analysts to understand and use the same critical thinking and tradecraft terminology to improve collaboration and tradecraft.

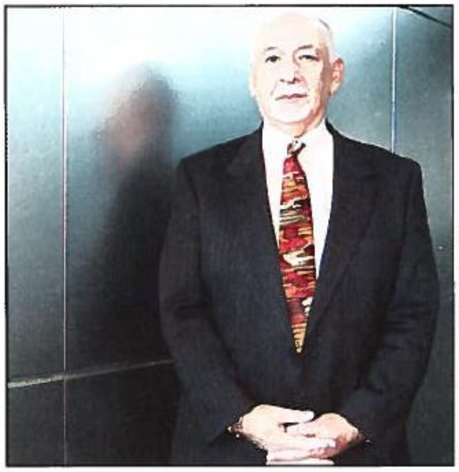


Photo by Margan C. Kerwin, CP

N. Jay Hillmer, DI

What do you think has been the biggest change or had the biggest impact on DIA during your career?

Information technology (IT). We had stand alone Zenith 286s right after I arrived. Soon we started to lose billets to be LAN administrators, and analysts had to learn to type their assessments in the proper templates. In time analysts spent more time developing metadata to meet IT needs because the IC adopted the Internet as a model rather than an organized library design. We posted products that were aging as we posted them rather than dynamically pulling assessments from textual based databases being updated continuously. Funds had to be dedicated to search engines to find information that we produced, then tagging was added to the analysts' job. I estimate 30 percent of an analyst's time that was used for analysis in 1985 is now spent meeting IT needs.

Do you have any final words of wisdom you would like to share before you part from DIA?

Be careful what you measure because sooner or later someone will think it's important.

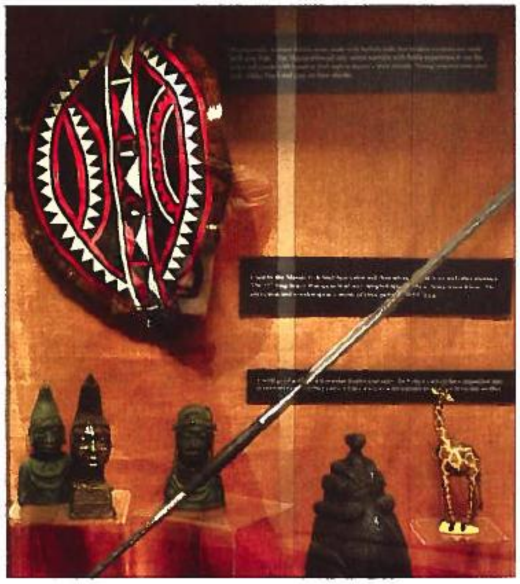
SITES *of*

Have you ever walked by something in the building and wondered what it was and where it came from? In celebration of DIA's 50th anniversary, the Communiqué and History Office staff will highlight a few of the many sites of DIA. If you have one to add to our list — whether at the DIAC or elsewhere — contact Margan Kerwin at (202) 231-0814.

Director's Hallway

DIA has had 16 directors during its history. Each comes with particular ideas about how he wants to lead and shape the agency, those ideas themselves shaped by the larger geopolitical challenges facing the country. It is a three-star general officer billet, with one exception during a brief period from September 1991 to November 1991 when Dennis Nagy administered the agency. The first director, Lt Gen Joseph Carroll, served the longest from October 1961to September 1969. Since Carroll, the typical tour has been three to four years. The current director is LTG Ronald Burgess.

The bust of Lt Gen Eugene Tighe can be found on the third floor outside of the Tighe auditorium. The auditorium is dedicated to Tighe, DIA's director from September 1977 to August 1981, who broke ground for the DIAC in April 1981. Ralph Ganis, a student of the Joint Military Intelligence College, sculpted the bust of Tighe.



African Shield and Spear

The African shield and spear are a gift from Kenyan Military Intelligence. Hundreds of Kenyans were killed and several thousand were injured in the terrorist attack on the U.S. Embassy in Nairobi, Kenya, in August 1998. DIA lost SSG Kenneth Hobson, a defense attaché support noncommissioned officer in the attack. His name appears on the Patriots' Memorial.

I spy with my little eye something … delicious.

The Office of the Chief of Staff held an office potluck to prepare for the epic battle between the Pittsburgh Steelers and the Green Bay Packers in this year's Super Bowl. The bottom picture has been altered. The differences are subtle; can you spot all 10 changes? The answers will run in the March 28 InterComm.

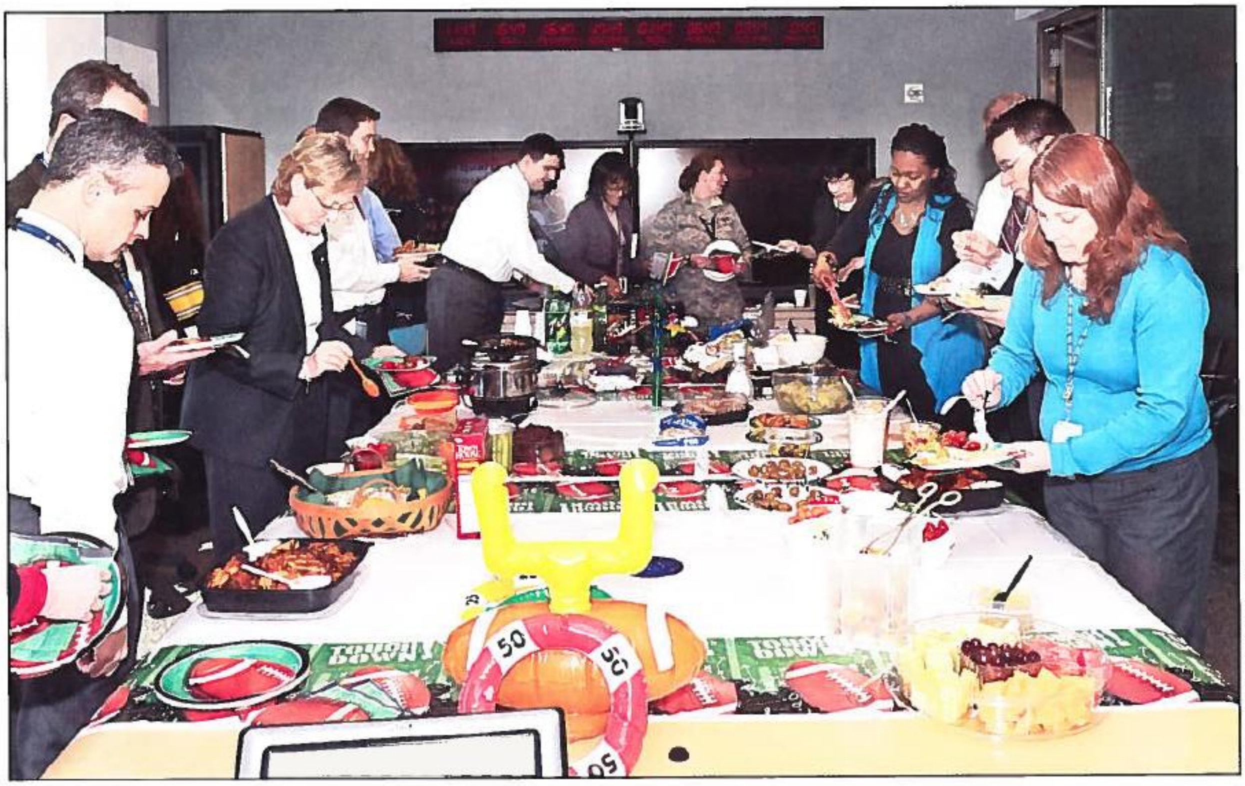
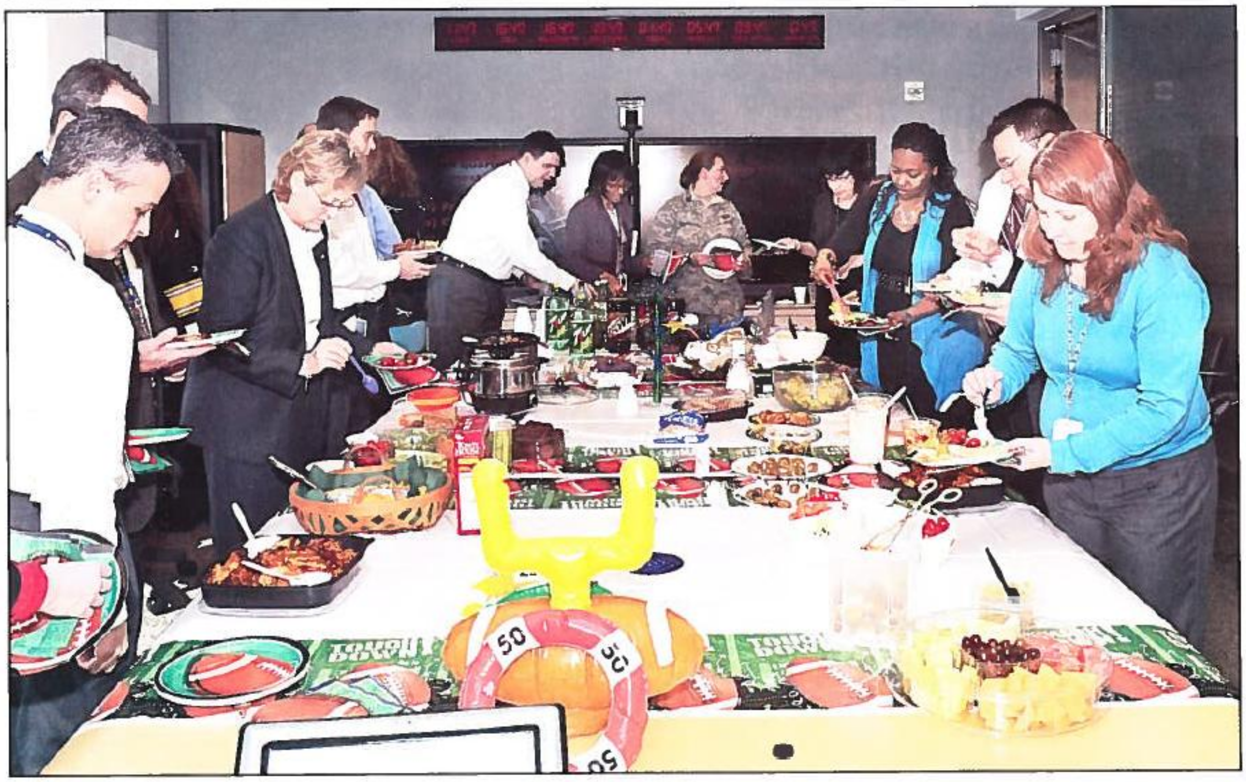


Photo by Paul A. Oberle, CS



on the HORIZON

events for MARCH and APRIL 2011

MARCH

Women's History Month

March 8 Supervisor Roundtable, 10 a.m. – noon, Tighe Auditorium

March 8 Mardi Gras

March 10 Senate Armed Services Committee Worldwide Threat Hearing, noon to 6 p.m., Capitol Hill

March 13 Start of Daylight Savings

March 14-17 DIA Acquisition Conference, Miami, Fla.

March 17 St. Patrick's Day

March 18 Celebrate Women's History Month with Sharon Houy, DIA chief of staff

March 19 Passover (begins at sundown March 18)

March 20 First Day of Spring

March 22 Director's Town Hall, Tighe Auditorium, 1 p.m.

March 23 NEXSYS Workgroup meeting, 1 – 5 p.m., NMEC 4th floor conference room

APRIL

April 1 April Fools' Day

April 6-7 Senior Military Intelligence Officers Conference at U.S. TRANSCOM

April 8 Supervisor Roundtable, 10 a.m. – noon, Tighe Auditorium

April 5-7 DAC Special Security Contact Officer Workshop

April 18 Deadline to file taxes

April 22 Earth Day

April 24 Easter

April 27 DIA Diversity Day

April 27 Administrative Professionals Day

April 28 Take Your Child to Work Day

For further information or updates concerning these events, please refer to the Internal Communications website.

1-5 May 2011 ▪ Detroit, Michigan

DoDIIS
2011 WORLDWIDE CONFERENCE
SECURE AND COLLABORATIVE INTELLIGENCE IN DEFENSE OF THE NATION
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